



Bavarian Ministry of
Economic Affairs,
Regional Development
and Energy



invest
in
bavaria

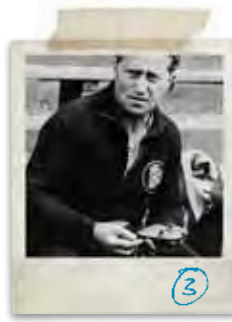
Bavaria.

A Guide for
Investors.



B A V A R I A

A Guide for Investors



1. Renewable Energy

Bavaria is a pioneer in renewable energy technology. Solar, wind and other renewable carriers already cover a quarter of the annual electricity demand and about ten percent of total energy consumption. Bavaria's position as an important energy producer is emphasized through the systematic development of renewable energy sources and thus becomes the center of technological development.

2. Intercity-Express (ICE)

The high speed Intercity-Express (ICE) sets standards for the rail industry. It owes its cruising speed of up to 190 mph to a number of innovations that have been developed in part by Siemens AG and numerous Bavarian suppliers.

COVER STORY

10 Points for Bavaria

3. Screw-in studs

In Bavaria, not only do the soccer clubs play in the Champions League, but also the manufacturers of sporting goods. The standard screw-in studs for soccer shoes go back to the inventions of the brothers Adolf and Rudolf Dassler, who founded the world-wide renowned brands adidas and PUMA. Using their innovation, the German National Soccer Team became World Champion for the first time in 1954.

4. Franconian Wine

Wine-growing in Franconia goes back to the 8th Century. Back then, Franconia was the largest wine-growing area in the Holy Roman Empire north of the Alps. Thanks to the mild climate along the Main river, the wines have a high mineral content and a full flavour. Around 85 per cent are white wines. The typical vessel for high-class Franconian wine is the "Bocksbeutel", a round-bodied, flat glass bottle.

5. A Brez'n und a Bier (Pretzel n Beer)

"A Brez'n und a Bier" should not be missing when eating a typical Bavarian supper. Bavaria is the world-wide leader when it comes to beer varieties and breweries. The traditional pretzel is loved and baked across the world. Does the original still taste better than the copies? Give it a try during a cozy supper (Brotzeit: bread time) while visiting the Free State of Bavaria.

6. Chip cards

Chip cards or smart cards have made many processes in our lives more intelligent and easier: From banking to doctor's visits. The inventors Juergen Dethloff and Helmut Groettrup submitted their idea of a circuit embedded in a card to the German Patent and Trademark Office in Munich as early as 1969. Until today, Bavaria is the leader in chip development.

7. BMW / Audi

Great location, top products: The two large Bavarian car manufacturers BMW and Audi develop premium-class vehicles, exporting technological masterpieces and driving pleasure from Bavaria to the entire world.

8. Galileo

The satellite-supported navigation system Galileo is the largest industrial project of the European Union. Many technical components were developed by Bavarian companies. One of the two control centers for the satellite is being set up at the DLR Society for Space Applications (Gesellschaft fuer Raumfahrtanwendungen / GfR) in Oberpfaffenhofen.

9. Neuschwanstein

The fairytale-like Castle of Neuschwanstein is one of the most famous buildings worldwide and a symbol of Bavaria's beauty and idyll. As a tourist attraction, the Royal Castle attracts well over a million visitors to the region and is both a gem and lucrative economic pillar.

10. FC Bayern Muenchen

The soccer club FC Bayern Muenchen is the most successful German soccer club and belongs to Europe's top addresses in football clubs. Behind the sporty glamour stands a professionally managed company, which also plays in the Champions League in terms of economics.



THE BAVARIAN COAT OF ARMS

The Golden Lion

Originally, the golden lion in the black field of the emblem was a symbol of the Palatine Count of the Rhine. After the investiture of the Bavarian Duke Ludwig in 1214 with the county Palatinate, it served for centuries as a common hallmark of the old Bavarian and Palatine Wittelsbach. Today, the upright standing, golden and red armored lion stands for the governmental district Upper Palatinate.

The “Franconian Rake”

The second field is of red and white (silver), separated by three rising white pikes. This “rake” was first documented in 1350 as the emblem of some locations of the Bishopric of Wurzburg, and since 1410 also in the seals of the Prince Bishops. Today, the Franconian rake stands for the districts of Upper Franconia, Middle Franconia and Lower Franconia.

The Blue Panther

In the bottom left of the third field is a blue, gold-armored, upright Panther on a white (silver) background. Originally, it was part of the arms of the Count Palatine out of Ortenburg (12th century), who resided in Lower Bavaria. Later he took over the House of Wittelsbach. Today, the blue panther represents the old Bavarian-governmental districts of Lower Bavaria and Upper Bavaria.

The Three Black Lions

The fourth field shows three black lions on a golden background, armored in red, arranged on top of one another, and facing the beholder. They are taken from the old coat of arms of the Hohenstaufen (starting 1216), the former Dukes of Swabia. In the national coat of arms, the three lions represent the administrative region of Swabia.

The White and Blue Center Shield

The center shield is riveted diagonally in white (silver) and blue. After it had served as the Count of Bogen's arms (since 1204), this center shield was adopted in 1247 as the root of the Wittelsbach family crest. The white and blue diamonds are the veritable Bavarian symbol. Today, the diamond sign symbolizes Bavaria as a whole. With the People's Crown, it is also used officially as a “Small State Emblem”.






The People's Crown

On the fourfold sign with the center shield in the middle rests a crown. It is a ring adorned with gems and decorated with five ornamental leaves. The People's Crown, which was first shown in the arms of 1923, names the people's sovereignty after the abolition of the royal crown.

The Lions holding the Coat of Arms

The two lions holding the coat of arms carry on a tradition that goes back into the 14th century.

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BAVARIA ONE-ON-ONE

Facts worth knowing about the Free State in Europe's Center



The writer and literature Nobel Prize laureate Thomas Mann once described his adopted homeland Bavaria as “notoriously wonderful”. In his view, the country has much to offer to its residents, visitors and investors: World famous and especially new and unknown gems in terms of culture, landscape and economy, all to be discovered by visitors and new residents as lovable habitat and as an innovative location in the heart of Europe.

Bavaria is the most popular of the German states. It is the favorite destination of tourists from all over Germany, and the leading investment destination for international companies. Bavaria has locational advantages that combine economy and culture into a special way of life: Economic dynamism and vitality, professionalism and romance are not a contradiction in Bavaria, but a harmonious combination that makes up the unique character of the region, both as a place to live and for investment.

Trendiness has a long tradition in Bavaria and diversity is the common ground that has always connected the Bavarians with each other. This particular Bavarian way of life can be traced throughout history and makes the region even more attractive throughout the world as an economic location.

Currently, over twelve million people live in Bavaria; a growing trend, as the population of the free state increases, contrary to the trend in other industrialized regions. In the international comparison, this results in more people living in Bavaria than in Greece, Portugal or Israel. With an area of over 27,000 square miles, the Free State of Bavaria is a rather sparsely populated region, offering diverse natural areas and recreational opportunities next to cultural highlights, famous cities and monuments.

Momentum for the Zest of Life: Land and People

Bavaria's residents also embody the unique combination of tradition and trendiness. The Bavarian trademarks Dirndl and Lederhosen (leather trousers) as well as traditional festivals such as the world-famous **Oktoberfest**, the Nuremberg **Christmas Market** or the medieval **Landshut Wedding** bear witness to a deep attachment to their own history and attract millions of visitors from around the world each year. But Bavaria cannot be reduced to the known cultural figureheads, as the diversity is an essential element of Bavarian culture and lifestyle as well. The federal state has seven government districts, each setting their own cultural accents.

Upper Bavaria, the region between the Danube and the Alps, corresponds best to Bavaria's typical image. Here visitors will find the proverbial Bavarian idyll before the striking backdrop of the Alps and the typical folklore of the national costumes and folk festivals. A less known fact is that Bavaria is also a technological epicenter with many famous names from the international hightech industry and one of the major sites in Germany for research-related biotechnology. The world's major research communities Fraunhofer Society, the Max Planck Society and the Helmholtz Association are headquartered in this state and the district capital of Munich. The city has become a Mecca for the global film and media industry, which benefits from the arts and cultural scene, as well as from Munich's technological environment.

In southeast Bavaria, at the foot of the National Park Bavarian Forest – the largest woodland in central Europe together with the bordering forests – lies the government district of Lower Bavaria, with the culturally and economically important cities of Landshut, Straubing and Passau. The connection between the prosperous cities and rural areas makes for the special charm and the economic strength of the region.



Typically Bavarian – Leather trousers



Munich Oktoberfest – Upper Bavaria



Landshut Wedding – Lower Bavaria



Bavarian Forest – Upper Palatinate



Half-timbered houses – Lower Franconia



Tower in Dinkelsbuehl (Baeuerlisturm) – Middle Franconia

Cities and economic centers are connected through an excellent network of modern roads. Hightech companies and innovative SME's thrive here next to wonderful natural areas and famous medieval city centers. The economy in this region also draws its special strength from this structure. Lower Bavaria has over 90,000 businesses of various sizes and industries, with over 380,000 employees, especially in industry and tourism. Over half of the products produced here are exported. The combination of hard and soft factors of Lower Bavaria has convinced many companies. The automotive industry benefits from the near location of numerous suppliers, from software development to component manufacturing. Civil engineering finds skilled workers and a sophisticated infrastructure.

In the east, Bavaria borders the Czech Republic with the government district of **Upper Palatinate**. The region between the Danube and the mountains of the Upper Palatinate Forest is a classic destination for guests from many countries, as the Upper Palatinate offers a variety of tourist pearls: Romantic castles, historic old towns and baroque monasteries, festivals and lively holiday routes, romantic mountain valleys as well as vibrant economic centers. For the longest time, crafting coined the region's economy and new industries emerged from it. Today, companies from the Upper Palatinate rank high among the most successful ones. With the opening of the Iron Curtain, Upper Palatinate moved from the Western European border to the center of the continent.

The diverse cultural and social relations to the nearby Czech Republic and the excellent transport links to the industrial centers of Regensburg, Munich, Nuremberg, Austria and the countries of Eastern Europe have made Upper Palatinate an attractive location for living and doing business. In recent years, the service sector grew in a double-digit range. North of the Danube are the three Franconian administrative regions Upper, Middle and Lower Franconia, framed by the mountain ranges Franconian Forest, Fichtelgebirge, Spessart, Rhone and Odenwald. Even the Romans appreciated the mild climate and the lovely Franconian, almost Mediterranean landscape. Thanks to them, Franconia developed its own wine culture. The famous Franconian Bocksbeutel, bulbous round wine bottles, which are subject to the Franconian wine, are now appreciated throughout the world. Hospitality and organizational skills are typically Franconian characteristics that are held up in every town and city and are also part of the Franconian economic culture.

The northernmost district of **Upper Franconia** is home to the world-famous Richard Wagner Festival in Bayreuth, which is a fixed date for international celebrities each and every year. Throughout the historic cities of Bayreuth, Hof, and Schweinfurt, a traditional manufacturing and supply industry emerged. Thanks to the four universities in Upper Franconia, this industry has brought forth many hidden champions who have taken on leading positions in the world market with pioneering spirit and new ideas.



Richard-Wagner Festival – Upper Franconia



Lake Constance – Bavarian Swabia

The flourishing craft in the district of **Middle Franconia** delivered the basis for early forms of industrialization already in the late Middle Ages. The first industrial enterprises originated in the Franconian city triangle between Nuremberg, Furth and Erlangen in the early 19th Century, especially in engineering and tool making. Innovations such as the first German railway, connecting the two Franconian cities of Nuremberg and Furth since 1835, are evidence of these dynamics, for which Middle Franconia still stands today. The European Metropolitan region of Nuremberg is a hightech-center, where creative economy flourishes as well.

Lower Franconia, the northern Franconian government district, combines lifestyle and innovation in a special way. The district borders the Frankfurt area in neighboring Hesse and is optimally linked to the economic centers of Munich and Stuttgart by highways and trunk roads. Situated in the foothills of the lovely Odenwald and the Rhone Mountains, Lower Franconia is located almost in the middle of Germany and is one of Germany's top ten locations for both IT and the hightech industry.

"No pain, no gain" is the motto of the tradition bound **Bavarian Swabians**, who live in the western Bavarian government district between Lake Constance and the Allgaeu Mountains in the south and in the north of the Swabian Alps. The Swabian business sense is proverbial and characterizes cities such as Augsburg and Dillingen in their past and present. This mentality has not only given rise to a nationwide field force in engineering and in the food industry. It also stands for the special spirit of innovation in the region. In Swabia, interesting companies from the fields of environmental technologies, information and communication technologies as well as a range of modern service industries provide for positive impulses alongside traditional industries.

→ DID YOU KNOW?

Bavaria stands for historic brewing since the early Middle Ages, and also for the future of brewing. The Bavarian Beer Purity Law was enacted in 1516 and has since become in itself an export hit. Today, the free state is home to both the oldest operating brewery in Weihenstephan, as well as one of the first solar-powered breweries in Hofmuehl in Eichstaett, which operates its brewing equipment almost entirely with solar energy.



History in the Making: Bavaria from Then to Now

around 300 BC

City founding by the Celts

Middle of the 6th century

Bavaria is first described as unified people

15 BC

First Roman settlements north of the Alps, by Tiberius and Drusus

1180

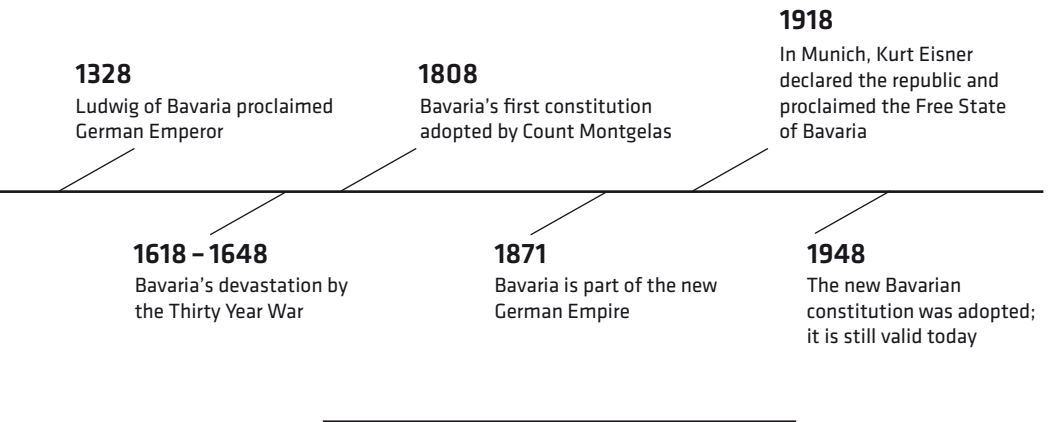
The House of Wittelsbach is awarded with the dignity of a Duke

In Bavaria, larger settlements had already developed before Nativity. Around **300 BC**, the Celts, renowned for their craftsmanship, founded a city in the Danube area near present-day Manching, from where they maintained business relationships to southern France and southern Italy. In **15 BC**, the Roman commanders Tiberius and Drusus built the first Roman settlements north of the Alps in Augsburg and Kempten. Many Bavarian cities have been built on the foundations of Roman forts. Regensburg at the foot of the Upper Palatinate Forrest, Passau, where Danube, Inn and Ilz join, and many other cities owe their names to the Roman founding fathers. Romans, Celts, Germans and other immigrant peoples lived together for many centuries in communities subordinate to Rome and benefited from the culture exchange.

In the middle of the 6th Century, “Bavarians” were first described in the Roman history as a unified people. Also, the beginnings of the Duchy of Bavaria, the first territorial state system in the German settlement area, date back to this period. In **1180**, the House of Wittelsbach was awarded the Bavarian dukedom.

All Bavarian rulers came from the house of Wittelsbach before the monarchy was abolished. Ludwig of Bavaria, also from the Wittelsbach line, was even proclaimed German Emperor in **1328**. The world renowned Bavarian national flag, with its blue and white diamonds and a lion crest, go back to the crest colors of the House of Wittelsbach. Under the Wittelsbach line, Bavaria experienced a steady political and economic advancement in the late Middle Ages. Inventions changed society and the economic system, and cities such as Nuremberg, Augsburg and Regensburg grew to become commercial and business centers in the heart of Central Europe. Selfconscious citizens and craft guilds developed in these economic powerhouses. The Fugger trade dynasty for example controlled an empire from Augsburg that had commercial relations to the entire then known world and achieved a trading volume that was higher than that of many European countries.

The Thirty Year War from **1618 – 1648** also left a trail of destruction in Bavaria. The cities were bled from the decades of military conflict and destruction. Large tracts of land were depopulated by war, poverty and disease.



But even after this gloomy period, Bavaria found its way back to relative prosperity. The country, like many other European countries, became an absolute monarchy based on the French model. The connection to France continued throughout the Napoleonic era, when the Bavarian Minister Count Montgelas (1759 – 1838) revolutionized the Bavarian state system. He developed an efficient state government and established a modern civil service. In **1808**, he adopted the first Bavarian constitution. Economy and population benefited primarily from the introduction of compulsory schooling and the national standardization of dimensions, weights and currency, as well as the creation of a single economic area through the elimination of internal tariffs and the medieval guild coercion. Montgelas, along with King Maximilian I, is known as the creator of the modern Bavarian state.

In **1871**, the rulers of the German states offered the imperial crown to the Prussian King Friedrich Wilhelm I, and Bavaria became part of the new German Empire. In **1918**, Kurt Eisner declared the republic and proclaimed the State of Bavaria in Munich.

After the dark years of National Socialism, Bavaria went back on track to success thanks to far-sighted location policies and the dedication and pioneering spirit of many entrepreneurs, craftsmen, artists and ordinary citizens in the mid-fifties. In **1948**, the new Bavarian constitution was adopted, which still applies today. The German economic miracle of the post-war years also created the basis for a profound structural change in Bavaria: Since the sixties, the State – once dominated by agriculture – developed rapidly, becoming a center for industry and technology, where, in addition to traditional industries such as automotive and mechanical engineering, especially hightech industries and future-coined industries found their basis. Microsoft's founder Bill Gates called Bavaria a "hightech Mecca" – one reason why his own company runs the business in Germany out of Bavaria.



Providing Ideas: Bavaria's famous Sons and Daughters

The Fairytale King Ludwig II (1845–1886) became the world's most prominent Bavarian due to the many castles and works of art that he built. Monuments like the famous Neuschwanstein Castle are owed to him. Modern Bavaria, however, was marked by many people who had creative minds, sported entrepreneurial thinking, and therefore brought forth economic and social milestones.

The first Nobel Prize laureate in Physics came from Bavaria. **Wilhelm Conrad Roentgen** (1845–1923), who lived in Munich by choice, discovered the X-ray in 1895, which still form the basis of many applications in nuclear medicine. The Nobel Prize in Physics was also awarded to **Werner Karl Heisenberg** (1901–1976) from Würzburg. The Heisenberg Uncertainty Principle, named after him, which forms one of the fundamental statements of quantum mechanics, made him a world-renown scientist. In his footsteps followed the Munich researcher **Theodor W. Haensch**, who was awarded the Nobel Prize in Physics in 2005 for his groundbreaking discoveries in the field of laserbased spectroscopy.

Joseph von Fraunhofer (1787–1826) from Lower Bavaria founded scientific telescope manufacturing in the early 19th Century. Fraunhofer combined exact scientific work with practical applications for new innovative products. Using this principle of applied research, he became the role model and eponym of today's Fraunhofer Society, a research consortium of international standing.

Emmy Noether (1882–1935) from Erlangen began a college career as one of the first women in Germany as a mathematician and is considered a co-founder of modern algebra.

Bavaria experienced a special artistic blossoming during the Renaissance. **Hans Holbein the Younger** (1497–1543) from Augsburg and **Lucas Cranach the Elder** (1472–1553) from Upper Franconia are among the most important painters of the period. **Albrecht Dürer**, painter, mathematician and art philosopher from Nuremberg, was one of the greatest painters in the days of the Reformation.

But also in recent times, important impulses were given in Bavaria. As Minister of Economics of the young Federal Republic of Germany, **Ludwig Erhard** (1897–1977) is considered the father of the economic miracle. He is the inventor of the social market economy, which served the Federal Republic's social peace and general prosperity for more than 50 years.

Rudolf and **Adolf Dassler** benefited from Erhard's economic policies. The two brothers from Franconia led the two brands PUMA and adidas to global success.

From 2005 to 2013, more than 1.1 billion Catholics had a church leader from Bavaria. The former **Pope Benedict XVI** is from the idyllic Lower Bavarian village of Markt am Inn.

→ DID YOU KNOW?

The typical American jeans were invented by Levi Strauss, a Franc who emigrated to America. Strauss produced the first rivet reinforced blue jeans in 1872 with his partner Jacob Davis.



King Ludwig II.
(1845 – 1886)



Wilhelm Conrad Roentgen
(1845 – 1923)



Werner Karl Heisenberg
(1901 – 1976)



Theodor W. Haensch
(*1941)



Joseph von Fraunhofer
(1787 – 1826)



Emmy Noether
(1882 – 1935)



Hans Holbein the Younger
(1497 – 1543)



Lucas Cranach the Elder
(1472 – 1553)

→ Bavaria's famous Sons and Daughters



Albrecht Dürer
(1471 – 1528)



Ludwig Erhard
(1897 – 1977)



Adolf Dassler
(1900 – 1978)



Pope Benedict XVI.
(*1927)



Links Bavaria One-on-One

www.bayern.de

Portal of the Bavarian government. Overview, general information on politics, economy, society, lifestyle and culture in the State of Bavaria.

www.stmwi.bayern.de

Website of the Ministry of Economic Affairs with first-hand economic policy information, overviews of the relevant topics for entrepreneurs and investors, and the direct line to the important business contacts in the free state.

www.invest-in-bavaria.de

Service directory of the business promotion agency of Bavaria. A Quick Start Guide, a compact overview and services specifically for businesspeople who want to open a site in Bavaria.

www.statistik.bayern.de

Office for Statistics of the Free State of Bavaria. Current figures, trends and developments on all social issues and areas.

www.bayern.by

Tourist portal of the BAYERN TOURISMUS Marketing GmbH, introducing the region and culture in the free state with lots of travel tips, event calendars, and other links of interest to Bavaria's regions.

www.hdbg.de

Website of the "House of Bavarian History" with historical backgrounds, theme collections and current exhibition references.

www.schloesser.bayern.de

Online catalog covering castles, palaces and famous buildings of the free state with numerous motifs and information for visitors.



The traditional maypole decorates many Bavarian communities



LOCATION FACTOR: TOP PERFORMANCE

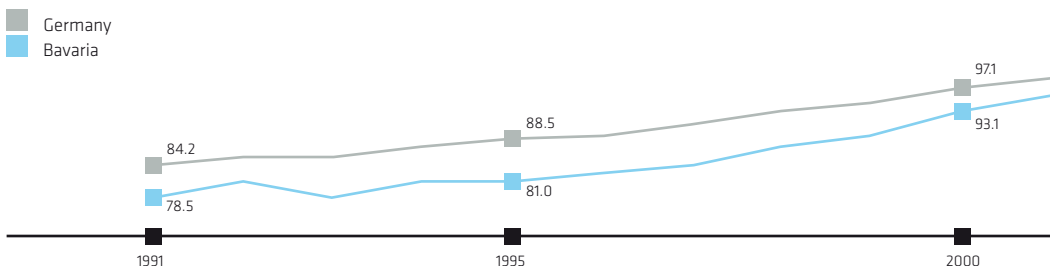
Business Location Bavaria

In both Europe and the world, the Free State of Bavaria takes a top-ranking position in numerous future fields for high technology. An outstandingly constructed transportation, telecommunication and energy infrastructure provides for an optimal supply of necessary goods and services, linkage to the global market and direct access to nearly half a billion consumers; an ideal business location. At the same time, highly qualified professionals consider the free state as a popular location to live and work. The pool of highly qualified specialists, a statewide network of researching and educating universities, as well as the consequent support of research and innovation result in both a concentration and combination of future technologies to an extent unique throughout Europe.

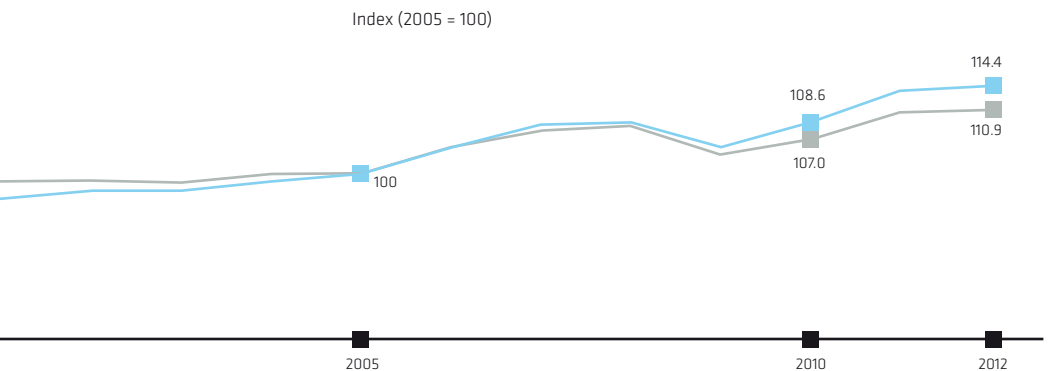
However, Bavaria's outstanding position cannot be put down to individual location characteristics. **The combination of different criteria, from its predestined location in the heart of Europe through the high qualification of local employees right to the expedient administration and active investment policy, constitutes the uniqueness of Bavaria, bringing about the free state's special momentum.**

Bavaria's gross domestic product has outvalued 19 of the 27 EU member states for years. When it comes to the absolute economic power within the EU, Bavaria is only outranked by the remainder of Germany, France, Great Britain, Italy, Spain, Poland and the Netherlands. The economic performance per capita clearly exceeds the German and European average. Within the EU, only Luxembourg has a higher gross domestic product per capita. This makes Bavaria one of the most well-funded markets worldwide. For years, the regions of the free state have been represented above average amongst the top locations within the EU. In particular, the metropolitan areas of Munich and Nuremberg have repeatedly been attested a European top level. Half of Germany's most dynamic districts and towns are in Bavaria. Exports from Bavaria have been steadily increasing for years. With an export quota amounting to approximately 50 percent, the industry has recently been well-focused above average on the international market. Among the free state's most important export markets rank the USA, China, Austria, France, Italy and Great Britain.

→ Development of the Gross Domestic Product of both Germany and Bavaria 1991–2012



- Superbly developed infrastructure in transportation, telecommunication and energy
- linkage to the global market
- direct access to approximately half a billion consumers
- a pool of highly qualified specialists
- network of researching and educating universities
- consequent support for research and innovation
- predestined location in the heart of Europe
- high qualified local employees
- expedient administration and active investment policy
- economic performance per capita clearly exceeding the German and European average
- export quota of approximately 50 percent
- most important export markets: USA, China, Austria, France, Italy and Great Britain





Structural Strength: Companies in Bavaria

The Bavarian economy is just as versatile as the state itself. World-famous flagships of the German economy such as **adidas**, **Audi**, **Allianz**, **BMW**, **Airbus**, **MAN**, **Munich Re**, **PUMA** or **Siemens** are based here. Global players from other countries, such as the search engine specialist **Google**, the global market leader in terms of PC software **Microsoft**, the **General Electric** technology group, the Swiss pharmaceutical company **Roche**, the Chinese company **Huawei** and many other renowned market leaders have also found the ideal location for their German and European business in Bavaria.

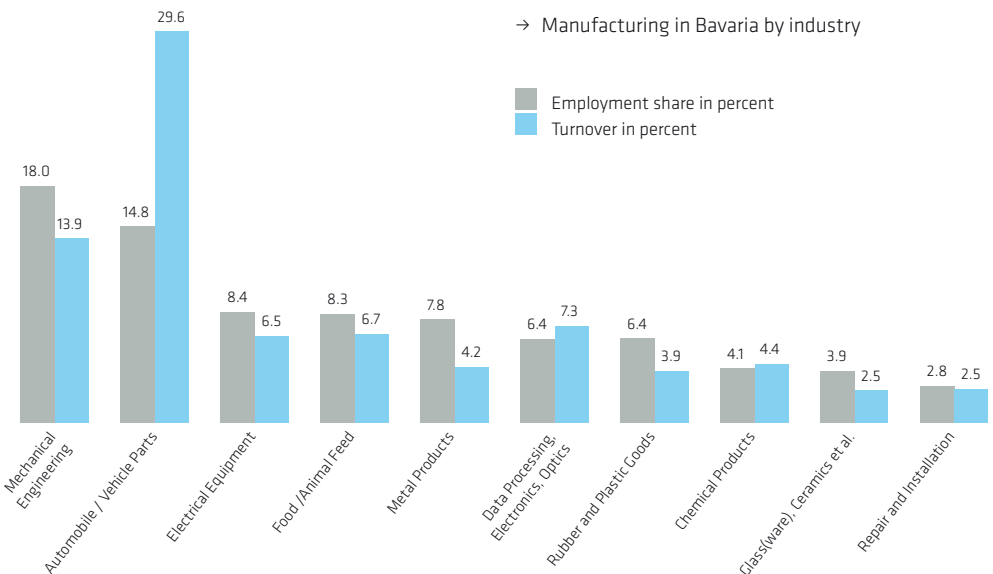
However, the actual strength of the Bavarian economy is the **mid-sized sector** that shapes the free state's economic structure with its excellent innovative capacity. Small and medium-sized companies (SME) render about 40 percent of the annual economic performance and more than 50 percent of the annual investment. Because of their particular core competences, many of these have become market leaders in their respective segments.

The scope of services varies from old-established workmanship through sophisticated production-related services up to university-related research and development projects in the hightech sector. In Bavaria, there are just as many innovative start up with an international background as family-run businesses in which special skills have been passed on from generation to generation.

This structural diversity makes Bavaria one of the most attractive investment locations for companies at home and abroad, regardless of their size. For almost every industrial sector and focus, there are plenty of chances as far as innovation and growth are concerned – from the specialized supplier environment through the unique research sector and expert qualification up to manifold opportunities for cooperation with networks and clusters.

→ Manufacturing in Bavaria by industry

■ Employment share in percent
■ Turnover in percent



Bavarian Mix of Industries: Industries and Sectors of the Bavarian Economy

The exceptional diversity of the Bavarian economy is one of the reasons why the state is economically dynamic. Within the free state, present-day industries and those of times past come upon an environment that is inspiring, becoming the foundation of their own corporate rise.

With an exceptionally high share of researching hightech companies, the **industrial sector** forms the center of strength of the Bavarian economy. The sector serves as a pulse generator for economic development and likewise generates countless industry-oriented services. The free state's industrial structure covers the entire scope of services, from conventional industrial production up to hightech categories. In numerous fields, Bavaria ranks among the high performers in Germany and Europe: In Mechanical Engineering, Automotive Engineering, the Food Industry as well as Plastics Manufacturing or Glass and Ceramics Processing, companies from Bavaria stand out in the German and frequently the international scene as well. A passion for innovations and a traditional concept of quality are the foundation of manufacturing businesses that render more than a quarter of the overall economic performance.

Within their industrial sector, the Bavaria-based automobile and commercial vehicle manufacturers Audi, BMW and MAN rank among the world's most progressive and successful companies. They shape an environment of mid-sized companies, are considered one of their industry's finest when it comes to mechatronics, sensor technology, automation, robotics and the development of new materials, and set new global standards. With their network of suppliers, the global players of the Bavarian automobile industry form the driving force when it comes to the development of new technologies such as electric and hybrid power systems or energy-efficient carriages made of cutting-edge carbon material.

The international tech company Siemens maintains offices in more than 190 countries around the world and ranks among the leading providers in the fields of industry, energy, and health. In Aerospace Engineering, Airbus has taken the lead in commercial and military



Mechanical Engineering



Electrical Engineering



Vehicle construction



Location Factor: Top Performance

aircraft, helicopters and rockets for space missions. Specialists from Bavaria supplied components for the vehicle Mars Pathfinder as well as for the European Galileo GPS satellites.

In addition to a continuously dynamic industry, modern services shape Bavaria's economy and contribute over two thirds to the state's economic performance. When it comes to company-related services with a considerable added value, the free state provides for a development above the average. Close networking between an industry that is strong in innovation and services that come with intense knowledge, makes Bavaria one of the world's most asked for providers of complex system solutions.

With leading trade shows that are renowned around the world such as the BAUMA trade fair for construction machinery, the EXPO REAL trade fair for the real estate industry, the Transportlogistic trade fair specialized in logistics and mobility or the Nuremberg International Toy Fair, the **trade show locations of Munich and Nuremberg** have an international reputation. The finance and insurance sector also benefits from free state's strong growth. In the meantime, the state has become the second largest financial location in Germany, and with more than 100 insurance companies, Europe's center of insurance business. Publishing companies, media representatives and filmmakers have traditionally held a strong presence in the free state, but also new media corporations and companies from the internet industry have settled here. About one fourth of Germany's top 100 media enterprises are based in Bavaria. A prosperous tourism industry attracts over 31 million visitors from Germany and abroad every year, accounting for 84 million overnight stays in the popular vacation destination of Bavaria.



Aerospace Engineering



Plastics Manufacturing



Media

Hightech as a Trademark: Future Technology made in Bavaria

Owing to groundbreaking political directions, the conventional industrial sectors have meanwhile become high technology centers that represent the free state's special capability of this industry.

With a GDP share of over three percent, Bavaria's research expenditures come up to international top values and are above the German and European average. Until 2020, the research expenditures are planned to increase by up to 3.6 percent. Today, more than half of Bavaria's industry employees work in the hightech sector, becoming the driving force of the free state's entire industrial development. The gross value share of this R&D-intensive sector amounts to almost two thirds of the industrial performance.

This unique concentration of hightech companies has become Bavaria's USP internationally. It makes Bavaria attractive to leading technology ventures worldwide and across industries. Companies from more than hundred countries from all over world have already chosen Bavaria as their business location and operate from here. The vast number of foreign corporations having taken up their businesses in the southernmost German state results from Bavaria's high level of attractiveness as an international investment location for high-quality research and development activities and the production of innovative goods. The free state links cutting-edge technology with research-intensive future fields in the service sector and actively supports these.

This way, regional power nodes are established within which companies intensely exchange information and co-operate. **These so-called clusters** ensure that the free state takes a leading position as far as information and communication technology, bioengineering and nanotechnology as well as medical, energy and environmental engineering are concerned, attracting companies and renowned scientists around the world. At "Medical Valley", a cluster for medical engineering, research and development in the greater Nuremberg area, there is a worldwide unique concentration of medical-technical know-how, entrepreneurial spirit and financially strong investors. In this creative environment, they set new standards for worldwide medical engineering.

→ DID YOU KNOW?

Munich is by far, the most "valuable" German city – under consideration of how locally listed companies have evaluated it. For years, the Bavarian capital has taken the lead of the "Boersenliga" (Stock Exchange League), a study carried out by the strategy consultancy Simon-Kucher & Partners. With a total of twelve companies, not only are most of listed companies based in Munich but their overall stock exchange value is three times as high as the total value of runner-up Duesseldorf.



Bavaria – Pure Quality of Life

Bavaria provides for plenty of opportunities – both economically and as a place of residence. In the course of its rapid economic rise, present-day Bavaria has preserved its agrarian and cultural attractiveness. Substantial cultural offerings, traditions worth preserving, various leisure activities and a flawless landscape make Bavaria the perfect investment location and an ideal place to live.

The Bavarian “Kultursommer” (Cultural Summer) offers **more than 120 international festivals** meeting every taste: From international days of Jazz through rock festivals with tens of thousands of visitors to the medieval festivals. Friends of classical music may choose from four orchestras of international standing: The Munich Philharmonic, the Bamberg Symphony, the Bavarian State Orchestra and the Bavarian Radio Symphony Orchestra.

Traditionally, Bavaria is a family-friendly state. Every year, the free state invests about half a billion Euros in expanding the infrastructure of nursery schools, kindergartens and day-care facilities of children whose parents hold down a job. For years, Bavarian schools have achieved outstanding PISA results both throughout Germany and across Europe; they pave the way for the educational society Bavaria is evolving into. Cities and municipalities have health care services at their disposal considered as exemplary in Europe.

The free state's economic prosperity leads to individual and social security for its residents. The chances for teenagers to qualify for employment in Bavaria are extremely convenient. Youth unemployment is close to full employment. The high level of employment and the population's widespread prosperity makes Bavaria Germany's safest location; the free state records the fewest criminal offenses of all German states. In view of this positive development, Bavaria's security authorities have a significant stake: The police force of Bavaria achieves the highest percentage of crimes solved in Germany.

→ DID YOU KNOW?

The “Tempo handkerchief”, today a synonym for paper tissues, took off on its triumphal course around the world from Nuremberg. The local high-performance paper machines were capable of making considerable amounts of this sanitary product and thus cleared Tempo's way to become an affordable mass product. Today, Tempo produces a quantity of 20 billion handkerchiefs for all the rheumy noses worldwide.



Bavaria's leisure value: Everybody that works here enjoys a comfortable living standard



Links Location Factor: Top Performance

www.bayern-international.de/aktiv-in-bayern/key-technologies-in-bavaria

"Key Technologies in Bavaria" by Bayern International is an interactive database including overviews of and insights into the key technologies of the economic location of Bavaria. Companies and institutions of various industries and sectors are concisely displayed on digital maps.

www.cluster-bayern.de

Meet the cluster campaign of the Bavarian government. The cluster campaign is a state-aided network project for top achievements in the fields of both innovation and research and gateway between companies, universities, research institutions and political deciders.

www.vbw-bayern.de

The Bavarian Industry Association competently represents all the companies based in Bavaria and provides an ambitious platform for companies of all sectors and sizes.

www.mpg.de/de

This is the welcoming page of the Max Planck Society, the worldwide leading scientific institution for fundamental research, providing reports about ongoing research activities, news from the world of science and many events and dates during which science can be experienced live.

www.fraunhofer.de

Homepage of the Fraunhofer Society, Europe's largest organization for applied research. The Fraunhofer institutes in Bavaria co-operate closely with the entrepreneurial practice and directly contribute to many innovation processes.



Upper Bavaria: Highlights

The coat of arms of Upper Bavaria depicts the Bavarian rhombi and the Palatinate-Bavarian lion with its traditional crown. The lozenges, also called "Wecken", originate from the coat of arms of the Counts of Bogen and have been carried by the House of Wittelsbach since 1242. The House of Wittelsbach is one of the oldest noble families in Germany, bringing forward Bavarian sovereigns for centuries.



Upper Bavaria



Upper Bavaria

The Oktoberfest in Munich: Sociability as a Location Factor

As a trademark, the Oktoberfest in Munich is much more famous than many German metropolises and global player. A survey of the German National Tourist Board revealed that this trademark holds a worldwide brand awareness of 91 percent.

“Die Wiesn”, which is the local expression for this festival, is thus much more well known than the Reichstag building in Berlin or the Cologne Cathedral. The Oktoberfest was first celebrated in 1810 on the occasion of the Royal Wedding of Crown Prince Ludwig and his bride, Princess Therese, on the meadows outside the

city. In its early years, this festival was more of a sporting event than a place of bourgeois socializing. Crown Prince Ludwig was fond of Greece and admired the country’s sports culture.

He had his wedding festivities staged in the style of the Olympic Games and the horse races repeated annually. But it was not until the end of the 19th century that the Oktoberfest had become the Mecca of Bavarian socializing, enthusing fans worldwide until today. Since then, the number of visitors has risen to more than six million who celebrate the former Royal Wedding as a pop-



ular fair with fun and entertainment for everyone; be it on a state-of-the-art fun ride, at cultural highlights like the festive entrance of the Wiesn inns, traditional costume societies and gun clubs, or to enjoy a proper “Mass” (a quarter gallon) of specially brewed beer in a cozy atmosphere while listening to brass music inside the pavilions.

In light of tradition and Bavarian socializing, the Oktoberfest has turned out to be a veritable economic factor for Munich and the surrounding area. On average, a Wiesn results in far more than 800 million Euros

turnover per year. Almost half of these – over 300 million – stay on the fairground where during the festival 8,000 regulars and 4,000 temporary employees cater for the visitors’ physical and emotional well-being. Taxi drivers, transport companies, municipal utilities, hotels and retailers earn more than 200 million Euros over the course of only 16 festive days, from Wiesn visitors who spend another 300 million Euros on accommodations.



Upper Bavaria

Upper Bavaria at a Glance

Upper Bavaria in numbers

- Area: 6,767 km²
- Population: 4.4 million
- Regional Structure: 3 district-free cities (Munich, Ingolstadt and Rosenheim) and 20 districts

Infrastructure

- Gateway to Central Europe, Italy and Southeast Europe
- Munich International Airport among Europe's top ten
- Excellent highway access with North-South and East-West connections
- Area-wide railroad connections, mostly hourly

Unique features of Upper Bavaria

- Munich is Germany's strongest economic region
- Highest level of supply of all German regions
- Approximately 20 percent of the population are graduates or have a higher qualification
- Germany's most popular tourist destination
- Munich is an important location for international trade shows with leading fairs such as "analytica" (lab technology, analytics, bioengineering), "Bauma" (construction machinery), "ExpoReal" (real estate), "InterSolar" (solar technology), "Productronica" (electronic manufacturing) and many more

Top industries

- Germany's leading hightech location (4,000 high-tech companies alone in and around Munich)
- Germany's second most important financial center, Europe's most important insurance location
- Biotech (top cluster Martinsried)
- Aeronautics (GATE Galileo Test and Development Environment in Berchtesgarden)
- Chemical triangle near Burghausen
- Germany's leading location for the Media and Movie industry
- Food, Beverage and Tobacco industry

Research and innovation

- 4 universities, 4 universities of applied sciences
- 12 Max Planck institutes for fundamental research
- 5 Fraunhofer institutes of applied research
- German Aerospace Center in Oberpfaffenhofen
- Worldwide the most important university for nature, nutrition and environment
- Cluster bioengineering, aeronautics, satellite navigation, chemistry, forest and timber, nutrition, information technology, communication technology, financial services

Living in Upper Bavaria

- Tourist attractions: Alps and the alpine upland featuring lakes, traditions and nature
- Area-wide festivals, live shows and cultural events
- Countless health resorts and wellness options across the region
- Winter sports opportunities in the Alps and the lower Bavarian mountains

Economic key figures

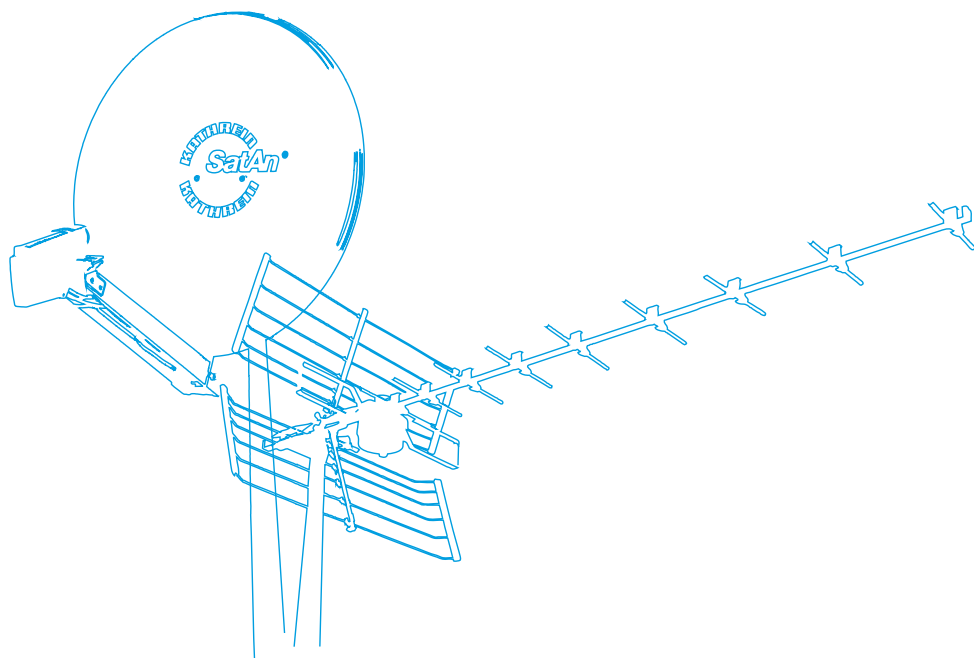
- The eleventh highest gross domestic product per capita in Europe: Approximately 16 percent of the EU average
- Export quota: Almost 60 percent

Attractions in Upper Bavaria

- Palaces and castles of Bavarian kings: Nymphenburg Palace, Schleissheim Palace, Herrenchiemsee Palace, the New Castle of Ingolstadt
- Burghausen Palace, the world's longest castle complex
- Koenigssee National Park, Berchtesgaden
- Oberammergau Passion Play
- Renaissance city of Neuburg an der Donau
- Wies Church, UNESCO World Heritage Site from the Rococo era
- Limes, UNESCO World Heritage Site of the Romans
- Oktoberfest in Munich, the world's largest festival
- German Museum: Worldwide one of the most important museums of technology
- Art Gallery of the Modern, New and Old Pinakothek in Munich with internationally important art collections
- Exhibitions and specialized museums in every city and numerous municipalities



Upper Bavaria



Global Champion from Upper Bavaria

KATHREIN-Werke KG

The KATHREIN-Werke KG is an example for a global market leader aware of its tradition. It was back in 1919, when engineer Anton Kathrein founded the corporation as a sole trader business in a cellar in the Upper Bavarian city of Rosenheim. Anton Kathrein invented a surge diverter capable of considerably reducing the immense losses power companies suffer after being struck by lightning. When radio had developed into a mass medium in the mid-1920's, Kathrein used his knowledge of transmission technology and offered an affordable, easy-to-assemble wire aerial, enabling

the company to achieve its breakthrough on the rapidly growing aerial system market. Today, Kathrein is the world's oldest and largest aerial manufacturer and a leading hi-tech company in the field of communication technology. The Kathrein corporate group is a family-run business (3rd generation), managed by Graduate Engineer Anton Kathrein.

Kaspersky Lab Europe

“Many important IT companies have their regional offices in Bavaria. Both the traditional academic landscape of Regensburg, Eichstaett, from Ingolstadt to Munich, and many universities of applied sciences provide the IT industry with highly qualified personnel. The central location in the heart of Europe, Bavaria’s excellent transportation infrastructure and information technology allows the company to effectively operate its businesses in Germany, Austria and Switzerland from Upper Bavaria. In this respect, the slogan “laptop and leather breeches” fits perfectly with Kaspersky Lab. Both the great economic potential in the south of Germany and the close vicinity to the Austrian and Swiss markets have therefore become one of the key factors of Kaspersky Lab’s success in Germany and across Europe.”

*Marcel Schaller, HR Director Europe
and Authorized Manager
Kaspersky Lab*

Kaspersky Lab was founded in the city of Moscow in 1997. Today, the company is one of the world’s leading manufacturers for security solutions against malware, hacker attacks and spam. Kaspersky’s Ingolstadt office is responsible for the German, Austrian and Swiss business, was opened in 2003 and has grown to more than 150 employees ever since.

1997

Moscow

Ingolstadt

2003



Links Upper Bavaria

www.regierung-oberbayern.de

Interesting facts, updated information and services offered by the government of Upper Bavaria for both citizens and companies. Contact for Upper Bavaria, one of the most important economic regions worldwide.

www.oberbayern.de

Providing advice about art, culture and Bavarian sight-seeing as well as tourist information. Plenty of pictures, tips and links to cities and municipalities.

www.muenchen.ihk.de

Chamber of Commerce and Industry of Munich and Upper Bavaria. Regional and international information as well as important facts concerning the economic region of Upper Bavaria.

www.munich-airport.de

Information portal of the Munich Airport with international flight details, search and booking options as well as various connecting flights in the Upper Bavarian region and beyond.

www.ingolstadt.de

Information and service portal of the industrial and cultural city of Ingolstadt with compact overviews, contacts from politics, economy, administration and concerning everyday matters.

www.muenchen.de

Comprehensive information portal of the city of Munich with regional information and services offered to both entrepreneurs and private citizens.

www.rosenheim.de

Portal of the city of Rosenheim, the white and blue picture-book city between Inn Valley, Lake Chiemsee and Mount Wendelstein with Southern flair and alpine charm.

www.oktoberfest.de

Popular page of the Oktoberfest in Munich, the world's most famous fair. Tips and interesting facts, search for accommodation and advice for visitors. Operated privately.



BEST CONNECTIONS

Bavaria's Infrastructure



State-of-the-art traffic ways connect Bavaria locally and internationally

In Bavaria, a lot is set in motion. Residents, visitors and economic products rely on smooth access to traffic ways connecting the state with the neighboring countries and all important destinations around the world. For this purpose, the free state maintains one of the most modern European transportation networks, providing both quality of life for the residents and location factors for international businesses. The consequent expansion of all traffic carriers made sure that Bavaria is an active hub of European trading today. It is not only the East-West freight traffic but also the conveyance from Northern Europe to the southern countries of the alpine region; the Mediterranean area and the Balkans are handled via the free state's arterial roads. Both the international airports of Munich and Nuremberg connect the free state with all important economic centers around the world. An efficient high-speed railroad network connects Bavaria with the met-

ropolitan areas across Germany and Europe. Here in the center of Europe's economic area, companies find fast and straightforward access to a market featuring with almost half a billion consumers. A smart and sustainable energy mix guarantees for constant power supply and steady prices at any time and everywhere throughout the free state.

As Germany's leading IT location, the free state also ensures an intact technological infrastructure. For example, Bavaria is driving forward the state-wide expansion of high-performance networks for swift data transfer.



Network of Opportunities: The Traffic Ways of Bavaria



Road infrastructure: Ultra-modern and area-wide



Aviation centers: Available everywhere, globally connected

Bavaria's transport policy has focused on a mix of several traffic carriers complementing each other and thus complying with different requirements. Whether by rail, on the road, afloat or airborne – Bavaria's traffic infrastructure provides for an efficient transportation of people and goods nationwide, across Europe and throughout all the global key markets. On a daily basis, goods of all kinds can be shipped by **air cargo** to any destination in the world, in large quantities by **ship** on the excellent Bavarian river and canal network or directly via the European highway network from the place of lading into the world. A network of **inland ports, freight terminals** and **airfreight junctions** connects all the different traffic carriers and ensures that every shipment finds an economically ideal means of transportation and a reliable connection to regular services.

Four modern **freight traffic centers** in **Augsburg, Ingolstadt, Nuremberg** and **Regensburg** form the key hubs of nationwide freight logistics. The **airports** of **Munich** and **Nuremberg** can be traveled to from any Bavarian region within a short period of time. Within the free state, most of the nationwide rail services operate on an hourly basis.

Bavaria's **road infrastructure is unique among Germany's territorial states**. More than 26,000 miles of well-constructed roads cross the free state. **More than 1,500 highway miles** make sure that all Bavarian regions are optimally connected to the intercity railroad transportation network of both Germany and Europe. Major European transit routes interconnect Bavaria's regions with the economic centers of the continent. In the years to come, these routes will be supplemented with additional basic sections and gradually expanded to accommodate six lanes.

As far as railroad traffic is concerned, the free state also relies on efficiency, convenience and promptness. **The Bavarian railroad connections of the intercity transportation amount to roughly 3,800 miles**. The ICE high-speed network connects all of Bavaria's major cities with the European intercity rail traffic and thus considerably shortens the travel time, especially in European metropolises like Vienna, Prague, Bratislava, Budapest as well as in Germany's economic centers or major Italian cities. In the years to come, Berlin, which is approximately 250 miles away, can be reached in less than three hours from Nuremberg.



Inland navigation: Environmentally friendly and with a high capacity



Railroad connections: Precision and high speed

For the shipment of larger quantities, such as raw or construction material or rather bulk freight, **Bavaria's inland water transportation provides for a reasonable and environmentally friendly means of transportation.** The waterways between the rivers Main and Danube connect many Bavarian cities and create a nonstop shipping route from the North Sea to the Black Sea. The Rhine-Main-Danube Canal overcomes the water divide making Europe's rivers flow either into the North and Baltic Sea or into the Black Sea and forms a continental bridge for the inland water transportation from East to West. In recent years, Bavaria's shipping traffic has multiplied due to consequent expansion. With an annual turnover of 12 million tons, the Bayernhafen of Nuremberg alone is the largest and most important multifunctional center of freight transportation and logistics in Southern Germany.



Gateways to the World: Bavaria's Airports



International airports: Quickly accessible from any location in Bavaria

Bavaria's international airports in Munich and Nuremberg are traffic hubs of intercontinental air transportation and safeguard optimal conditions in terms of international competition for local companies. On a regular basis, about 100 airlines take off from Munich heading for approximately 240 destinations in almost 70 countries.

At Munich Airport alone, roughly 38 million passengers are cleared every year while 400,000 takeoffs and landings take place.

Takeoffs and landings take place every minute – one reason why the airport gradually grows above average compared to the overall development in the industry.

Meanwhile, Munich Airport is considered one of the largest air traffic junctions in Europe and has therefore been repeatedly awarded the best European airport.

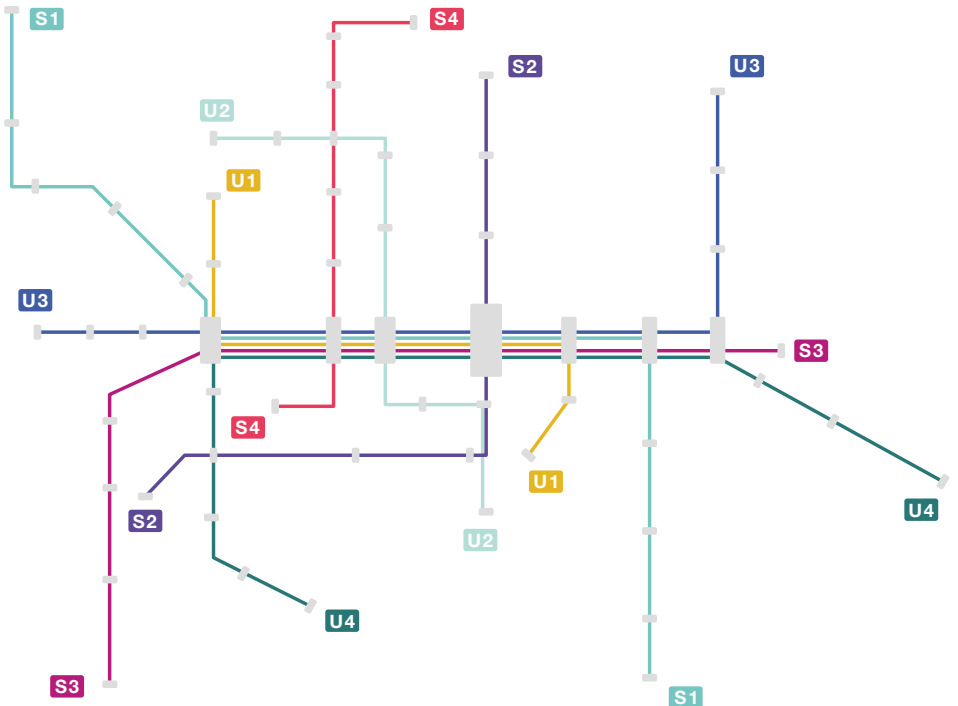
26 regional and special airports also accommodating the use of private aircraft can be approached from Munich and Nuremberg, to some extent even directly from another national and/or international airport, but also with private aircrafts and connecting regional locations with the international air traffic.

Locations in North Bavaria are directly connected with Germany's largest international airport in Frankfurt on the Main, one of the most important traffic hubs in the world.

Every Minute En Route: Local Public Transportation

The Bavarian cities go for a public traffic concept to ensure fast intercity services. At the same time, the cities want to make sure that the local residents enjoy noise protection and a proper quality of life. Munich and Nuremberg maintain a dense network of suburban and subway services allowing everyone to quickly access most of the city in an uncongested manner and covering a good portion of the urban public transportation. Among an excellent reliability, the suburban and subway services also offer a maximum possible individual security during journeys through the city. In Nuremberg, Germany's most cutting-edge subway

network was developed, providing for both excellent traveling comfort and a technological pilot project, which received quite a bit of international attention: The regular route is operated by Germany's first fully automatic metro. In other Bavarian cities, busses and trams bear the brunt of intra-urban traffic. When Bavaria first presented the "Bayern-Takt", the free state was one of the first German states to introduce an integrated timetable system. All traffic concepts of the Bavarian cities are hence clocked into a smooth connection with regional railroad transportation allowing travelers to reach long-distance connections with public transportation on a short term.





Links Best Connections

www.baysis.bayern.de

Website of the Bavarian road information system with a compact and clear illustration of the Bavarian road network, relevant traffic infrastructure and current road programs.

www.bayerninfo.de

Information portal about travel scheduling and planning in real time under consideration of the accessibility in the different regions, forecasting the volume of traffic, updated traffic congestion information and much more.

www.bayern-fahrplan.de

Interactive trip planner with integrated bus and train connections with helpful features, from planning your trip to departure monitor.

www.stmi.bayern.de/vum

Data base of the Bavarian Ministry of the Interior, Building and Transport with plenty of major topics such as transport safety, environmental topics and forecasts on traffic trends.

www.bayern-innovativ.de/logistik

Website of the Bavarian logistic network together with the "Bayern Innovativ" program created by the Gesellschaft fuer Innovation und Wissenstransfer mbH (society for innovation and knowledge transfer). This page details new ways for a technology-oriented cooperation between companies, universities of applied sciences and research institutes focusing on an entrepreneurial practice.

www.munich-airport.de **www.airport-nuernberg.de**

Service portals of Bavaria's two largest international airports with a comprehensive offer of information and services as well as continuation options in terms of road and rail traffic.



Lower Bavaria: Highlights

The coat of arms depicts the Bavarian rhombi and the panther. The panther, also referred to as “pantier”, evokes the dynasty of the counts of Ortenburg-Kraiburg from the House of Sponheim who, according to property and status, reigned supreme in the region of Old Bavaria in the 12th century.



Lower Bavaria



Lower Bavaria

Landshut Wedding: Experience the Middle Ages in a Modern Way

The Landshut Wedding is one of Europe's most meaningful historical pageants attracting far more than half a million visitors from all over the world to come to Landshut, where the Lower Bavarian government is located.

Since 1903, the people of Landshut have re-enacted the nuptial festivities of the Bavarian Duke George of Landshut and the Polish princess Hedwig, which took place in November 1475. At the end of the Middle Ages, the family relation of these two royal houses was accompanied by an important political alliance. It served as a defense against the Ottoman threat at that time and made a contribution to the harmonization of Central and Eastern Europe. The end of the Gothic

era heralded the age of Humanism for the ducal city of Landshut with its majestic Trausnitz Castle towering over the hills of the city upon the "Waning of the Middle Ages" back then. New architectural styles blend with the cityscape and the strict Gothic appearance of the royal city.

Today, the annual wedding performances are a special treat for the people of Landshut and all international visitors. The whole city spends months, sometimes years, to prepare for this event.



Men, women and children of all ages rehearse walk-on roles, study historic customs and let their hair grow longer for medieval hair styles. During the festive days, Landshut turns into a historic open-air theater and the narrow alleys of the historic center become the stage for several scenes from the medieval city life.

The climax of this historic spectacle is the wedding procession through the city center of Landshut with roundabout 2,300 actors wearing authentic garment dating back to 1475. At the showground, equestrian games and knight fights are staged. Visitors can participate in the medieval camp life and taste contemporary delicacies.

The Landshut Wedding offers something for every taste and represents the character of this region, as well as both local ties and cosmopolitanism.



Lower Bavaria

Lower Bavaria at a Glance

Lower Bavaria in numbers

- Area: 3,990 square miles
- Population: About 1.2 million
- Regional structure: 3 urban districts (Landshut, Passau, Straubing), 9 rural districts

Infrastructure

- International highways and connection to the ICE network
- Danube harbors in Kelheim, Straubing, Deggen-dorf and Passau for mass and heavy-load transportation
- Connection to the Rhine-Main-Danube waterway
- Freight traffic center Straubing
- Near Munich International Airport as well as 4 regional airports

Unique features of Lower Bavaria

- Largest BMW Group production plant with an efficient supplier industry incl. strong metal construction and mechanical engineering
- Logistics and traffic hub to Austria, the Czech Republic, the Danube countries, Eastern Europe
- "Technology Region Bavarian Forest" with hemed scientific branches of Lower Bavarian universities
- Comparatively low wage level, reasonable industrial real estates, at the same time close to the agglomerations of Munich and Nuremberg

Attractions in Lower Bavaria

- Bavarian Forest National Park, the only pre-served primeval forest throughout Germany
- Bavarian Forest winter sports region
- Bavarian thermal spring region with Europe's largest thermal spring in Bad Füssing
- Hop country of the Hallertau
- Gaeuboden fair, Straubing
- Landshut's Gothic old city center and Landshut Wedding pageant
- Idyllic Baroque city of Passau with "Europäische Wochen" (European Weeks) festival
- Danube Gap with Weltenburg Abbey near Kelheim.
- Baroque Metten Abbey
- "Kuchlbauer Tower" in Abensberg, following a design concept by the famous artist Friedensreich Hundertwasser

Research and innovation

- University of Passau, Universities of Applied Sciences Landshut and Deggendorf
- Competence center for renewable raw products with science center in Straubing
- Technology Transfer Centers in Teisnach, Freyung, Ruhstorf, Spiegelau and Grafenau
- Regional cluster for lightweight construction technologies, micro-systems technology, medical technology, bionics, renewable raw products as well as forestry

Economic key figures

- Share of employment amounting to 42 percent in the manufacturing trade
- Export quota of approx. 50 percent
- Higher-than-average economic growth
- More-than-average trainees in engineering professions as well as workers with advanced training qualifications in engineering

Living in Lower Bavaria

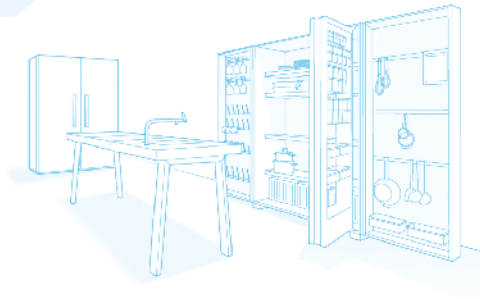
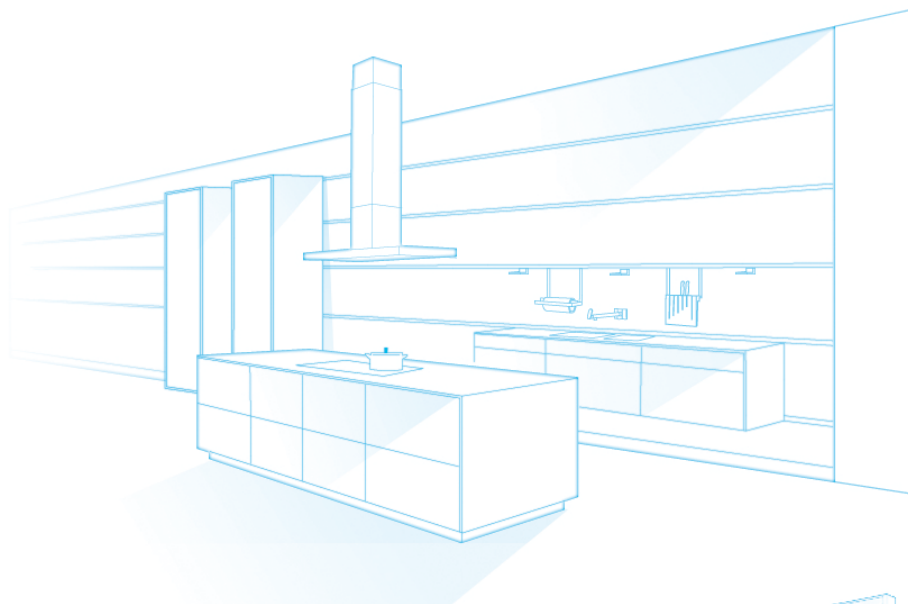
- Tourism and recreation region with plenty of leisure activities
- All-season vacation region with snow-sure winter sport areas in the Bavarian Forest
- Spa triangle Bad Füssing/ Bad Griesbach / Bad Birnbach as well as the Danube spas of Bad Abbach and Bad Goetting
- Largest golf sport location across Europe

Top industries

- Automotive
- Electrical and Information Engineering
- Metal Construction and Mechanical Engineering
- Renewable Raw Products /Renewable Energy Sources
- Glass Technology / Industry
- Civil and Structural Engineering
- Photonics and High-Frequency Technology



Lower Bavaria



Global Champion and Style Visionary from Lower Bavaria

Bulthaup GmbH & Co KG

The bulthaup brand stands for a style creating unique living spaces worldwide: It combines interior design with an individual quality of life. With a consequent philosophy comprising design, quality and functionality, the bulthaup GmbH & Co KG corporation has created a unique brand and performance commitment. Today, the global market knows bulthaup as a successful innovation leader determining styles. With more than 1,000 employees and business partners from

about 50 nations, bulthaup is a cosmopolitan company growing organically with the excellent reputation of the trademark. In 1949, Martin Bulthaup bought a lumber mill in the Lower Bavarian Bodenkirchen and founded bulthaup GmbH & Co KG. Since the early 1950's bulthaup initially conquered kitchens in Germany and Europe. Nowadays, the company is present with sophisticated living spaces worldwide in almost all significant markets.

Grote Industries Europe GmbH

“For Grote Industries as the leading company manufacturing and providing LED lighting technology, Lower Bavaria offers outstanding preconditions for tapping and supplying the entire European market. From our European head office in Niederwinkling, we are able to supply customers quickly and safely from all over Europe with energy-efficient high-quality Grote Industries products. The industry environment also suits our objectives. From February 1, 2009 we have been able to add numerous customers from the fields of commercial vehicles, construction machinery as well as agricultural equipment to our portfolio. We were able to install the production at the Niederwinkling location within a very short period.”

*Klaus Vetterl, Managing Director
Grote Industries Europe*

Grote Industries is the global leader in terms of manufacturing and providing innovative lighting and security systems for automobiles. The company was founded about 100 years ago in the United States. Since 2009, the head office in Niederwinkling has continued the company's road to success across Europe.

about 100 years ago

USA

Niederwinkling
2009



Links Lower Bavaria

www.regierung.niederbayern.bayern.de

Homepage of the Lower Bavarian government providing public authority addresses, responsibilities, contact persons and current tips regarding the economic life within the region.

www.bezirk-niederbayern.de

The homepage of the Lower Bavarian district is the place to go to learn about regional dates, festivities, and seasonal events and to find a directory to countless cultural facilities and regional distinctions related to the natural history of Lower Bavaria.

www.niederbayern.de

The economy portal of the Niederbayern Forum e. V., the association to foster the economy in Lower Bavaria. This page provides companies and investors in particular with a compact and well-structured overview of the Lower Bavarian business location featuring a comprehensive link collection concerning manifold topics.

www.ihk-niederbayern.de

Homepage of the Chamber of Commerce and Industry of Lower Bavaria (IHK), the representation of interests of commercial enterprises in Lower Bavaria.

www.it-forum-niederbayern.de

Homepage for networking and interest bundling of the dynamic IT sector of the region, organized by the Chamber of Commerce and Industry of Lower Bavaria in cooperation with the University of Passau as well as the Universities of Applied Sciences in Landshut and Deggendorf.

www.logistik-in-niederbayern.de

Portal of local logistics providers, forwarding and transport companies with valuable insights into the innovative concepts of effectively using roads, rails and waterways.

www.wz-straubing.de

The Science Center Straubing is a knowledge network that currently consists of five Bavarian universities and attends to numerous research projects on both the use of materials and the energetic utilization of renewable raw products.

St. Paul's Church in Passau





SUCCESSFUL THINK TANK

Research and Innovation in Bavaria

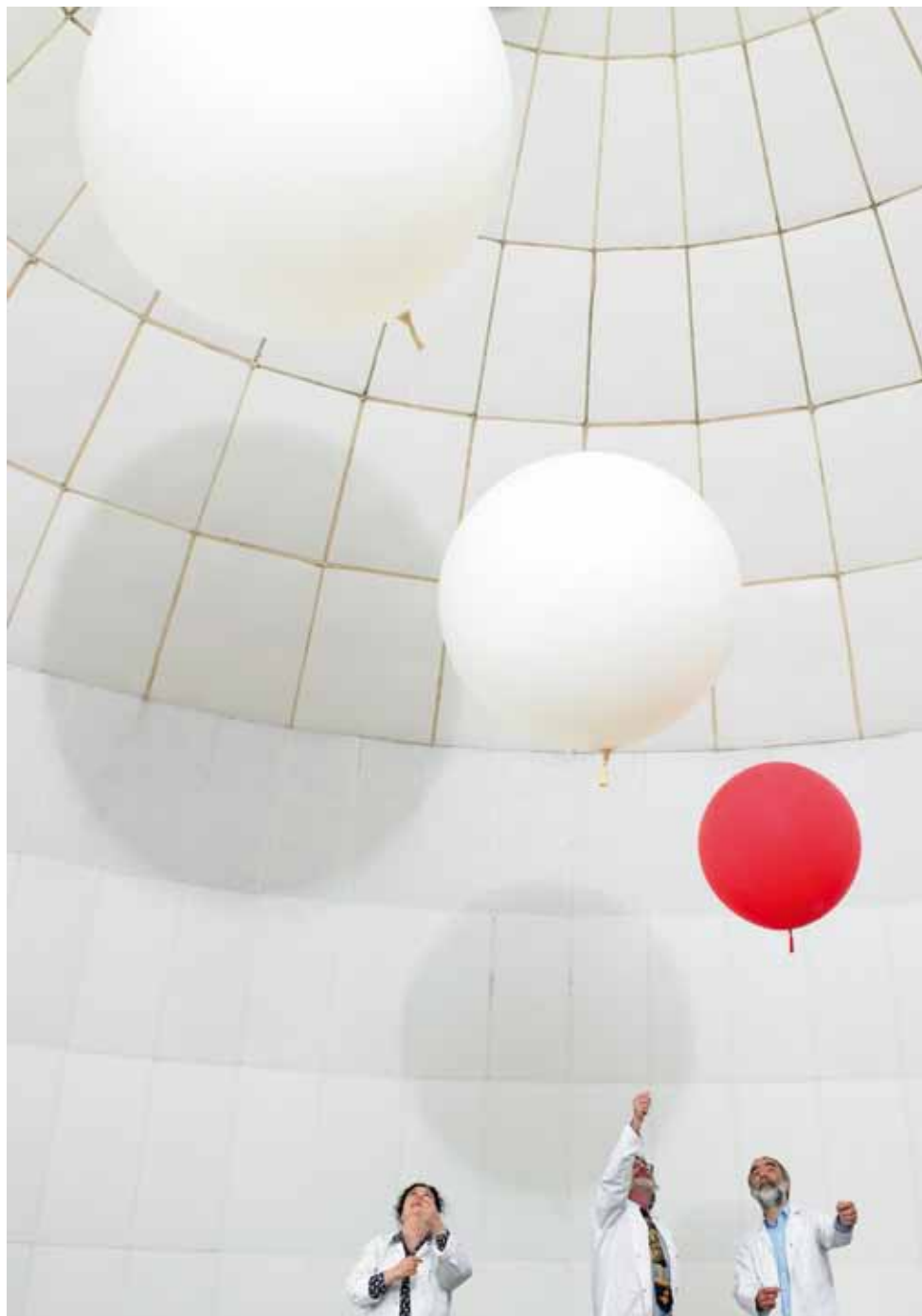
Bavaria is a federal state in motion where new concepts and continuous innovation have a long tradition. Groundbreaking inventions like the first X-ray device, the basics of photography, the first wheelchair or the MP3 format were developed by Bavarian tinkers and inventors. **Since the early 1990's, the Free State of Bavaria launched an unprecedented innovation strategy across Europe** promoting future technologies, continuously expanding academic research and systematically networking with non-academic research societies based in Bavaria. The success of the free state as an innovation driver in many industries rests upon a special innovation philosophy, a systematic approach to create an innovation-friendly environment integrating all important elements of a successful research. **The Bavarian universities, research institutes, companies and associations cooperate within coordinated networks** ensuring the optimal transfer of technology from basic research to hands-on applications and above all, that medium-sized enterprises are provided with the results of cutting-edge research.

Following the principle "Create rather than Possess", the Bavarian state government has since invested more than five billion Euros in line with different initiatives and programs related to research and development and mostly funded by extensive privatization revenues. The Bavarian research budget also funds research and innovation with approximately three billion Euros each year. With currently roundabout 3 percent, it has one of the highest expenses when it comes to research in all of Europe in relation to the gross domestic product. This quota is intended to be upgraded to 3.6 percent by 2020. These means created the basics that turn Bavaria into a **"high technology Mecca"**, like Microsoft founder Bill Gates phrased it: Optimally qualified manpower, a powerful infrastructure, state-of-the-art research institutes and universities.

In particular, however, innovation-friendly frame conditions for companies.

These days, the free state is Europe's leading high-tech location. **This pertains to key industries with high growth such as aerospace engineering, information and communication technology, life sciences, medical engineering, materials research, environmental technology, mechatronics or nanotechnology; Bavarian inventions that have set international standards.** Over eight people in every thousand in Bavaria worked in research and development. The state's above-average innovative power can also be seen in the number of patents registered. On average, Bavarian researchers and companies file one in three German patents for new developments and make it possible that the free state can call itself Germany's patent factory and think tank.

The engine of innovation in the 21st Century is the digitalisation of the economy. This will lead to far-reaching upheaval for business and society. The Bavarian state government plans to seize the opportunities digitalisation presents and set the political course to ensure wealth for the future and stable economic growth. With its 'Bayern Digital' strategy, the state plans to move forward to become a leading region for the digital awakening and a top location that brings together industrial strength with expertise in information and communications technology. By using digital technologies to connect development, production and services, the state hopes to generate a new competitive advantage on the global markets.



Bavaria is a top location for innovations - and innovators

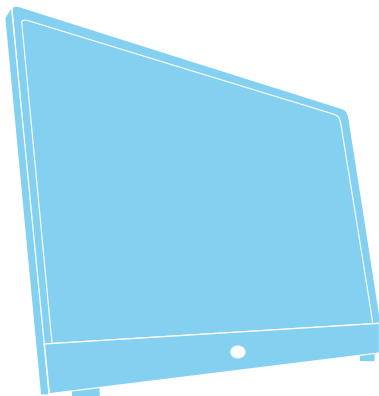


Significant Bavarian Innovations

around 1492	Martin Behaim develops the first model of the earth globe
1505	Peter Henlein invents the first portable pocket watch
1655	Stefan Farfler, master craftsman from Nuremberg, designs the first automotive wheelchair
around 1872	Franconian emigrant Loeb / Levi Strauss and his partner Jacob Davis create blue jeans trousers
1892	Rudolf Diesel invents the engine named after him
1895	Wilhelm Karl Roentgen discovers the Roentgen radiation or X rays that are named after him
1952	Adi Dassler, company owner of adidas, the world-famous sporting goods manufacturer, designs the very first screw-in studs for soccer shoes
1952	Hannes Marker, skilled car mechanic from Garmisch-Partenkirchen, develops the first safety binding for ski boots
1965	Rudolf Hell, a native Upper Palatinate, introduces the first electronic typeset with digital storage that is later to revolutionize typesetting around the world
1969	The inventors Juergen Dethloff and Helmut Groettrup have the patent office in Munich patent their basic concept for chip cards
1970/71	A soccer referee from Upper Bavaria introduces the very first penalty shootout
1982	Under the direction of Professor Hans-Georg Musmann, a team at the Fraunhofer Institute for Integrated Circuits in Erlangen develops the MP3 technology
2008	Loewe, a company from Franconia, roll out the worldwide first smart TV set capable of accessing image, audio and video files from a PC or external hard disk drive by means of a fully integrated network
2008	A team headed by Dr. Manfred Stefener develops the first portable fuel cell
2013	The Munich turbine manufacturer MTU develops an aeroplane engine that is half as loud as conventional engines and saves 15 per cent fuel



First globe



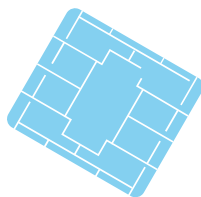
First smart TV



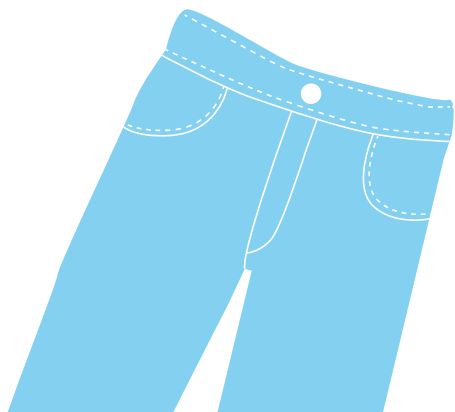
First screw-in studs



First Penalty Shootout



First chip card



First blue jeans



Campus of Ideas: Universities in Bavaria

The academic landscape in Bavaria is an efficient and versatile cornerstone of both research and development, providing an impetus for innovations. **Nine state universities, 24 universities for applied sciences, the University Of Television And Movies** as well as countless private institutes educate skilled trainees and open up interesting opportunities for innovative companies of every industry to cooperate. More than 320,000 students complete their training here and form the pool of welltrained experts for a society based on knowledge to which the free state develops. A trendsetting, business-related academic policy and the specific boost of excellent scientific achievements allow the Bavarian universities to regularly rank among the best educational institutions on a global and Germany-wide level.

The **Ludwig Maximilian University** of Munich and the **Technical University Munich** are the first German elite universities and both are based in Bavaria. The Bavarian universities are spread across all of the country's regions. The locations dealing with scientific research and training comply with the respective industry focus and innovation needs of the economic environment.

The dense university network allows an uncomplicated technology transfer between research and business practice. To ensure feasibility and smooth access to innovative resources, the universities of applied sciences in particular provide for an apprenticeship close to business and numerous options when it comes to mutual efforts between economy and science. Bavarian universities team up in research associations to render possible interdisciplinary research and development in future fields, such as nanotechnology, new strategies in terms of immunotherapy or as far as flexible tool systems are concerned.

To respond to the challenges of the global market, Bavaria's universities also cooperate with research institutes across Europe and throughout the world to an increasing extent. The growing internationalization of the Bavarian research landscape provides numerous connectors for companies in particular from foreign countries to transfer technologies and hands-on research projects in an uncomplicated way.



Top training and research are the basis for Bavarian success

- University
- Location with several universities
- Universities of Applied Sciences





Universities in Bavaria

Amberg

Hochschule fuer angewandte Wissenschaften-Fach-
hochschule Amberg-Weiden
Kaiser-Wilhelm-Ring 23
92224 Amberg | Germany
Tel.: +49 9621 482-0
www.haw-aw.de

Ansbach

Hochschule fuer angewandte Wissenschaften-Fach-
hochschule Ansbach
Residenzstr. 8
91522 Ansbach | Germany
Tel.: +49 981 4877-101
www.hs-ansbach.de

Aschaffenburg

Hochschule Aschaffenburg
Wuerzburger Str. 45
63743 Aschaffenburg | Germany
Tel.: +49 60 21 4206-0
www.h-ab.de

Augsburg

Hochschule fuer angewandte Wissenschaften
Augsburg
An der Hochschule 1
86161 Augsburg | Germany
Tel.: +49 821 5586-0
www.hs-augsburg.de

Universitaet Augsburg
Universitaetsstr. 2
86159 Augsburg | Germany
Tel.: +49 821 598-0
www.uni-augsburg.de

Bamberg

Hochschule fuer angewandte Wissenschaften Bam-
berg - Private Hochschule fuer Gesundheit
Pestalozzistr. 10
96052 Bamberg | Germany
Tel.: +49 951 297889-0
www.hochschule-bamberg.de

Otto-Friedrich-Universitaet Bamberg
Kapuzinerstr. 16
96047 Bamberg | Germany
Tel.: +49 951 863-0
www.uni-bamberg.de

Bayreuth

Hochschule fuer evangelische Kirchenmusik
Wilhelminenstr. 9
95444 Bayreuth | Germany
Tel.: +49 921759 34-17
www.hfk-bayreuth.de

Universitaet Bayreuth
Universitaetsstr. 30
95447 Bayreuth | Germany
Tel.: +49 921 55-0
www.uni-bayreuth.de

Benediktbeuern

Katholische Stiftungs-fachhochschule Muenchen
Abteilung Benediktbeuern
Don-Bosco-Str. 1
83671 Benediktbeuern | Germany
Tel. +49 8857 88-501
www.ksfh.de

Philosophisch-Theologische Hochschule
der Salesianer Don Boscos Benediktbeuern
Staatlich und kirchlich anerkannte
Wissenschaftliche Hochschule in freier Traegerschaft
Don-Bosco-Str. 1
83671 Benediktbeuern | Germany
Tel. +49 8857 88-201
www.pth-bb.de

Coburg

Hochschule fuer angewandte Wissenschaften Coburg
Friedrich-Streib-Str. 2
96450 Coburg | Germany
Tel.: +49 9561 317-0
www.hs-coburg.de

Deggendorf

Hochschule fuer angewandte Wissenschaften
Deggendorf
Edlmairstr. 6 und 8
94469 Deggendorf | Germany
Tel.: +49 991 3615-0
www.hdu-deggendorf.de

Eichstaett

Katholische Universitaet Eichstaett - Ingolstadt
Ostenstr. 26
85072 Eichstaett | Germany
Tel.: +49 8421 93-0
www.ku-eichstaett.de
weiterer Standort: Ingolstadt

Erding

Fachhochschule fuer angewandtes Management Erding
Am Bahnhof 2
85435 Erding | Germany
Tel.: +49 8122 955948-0
www.myfham.de

Erlangen

Friedrich-Alexander-Universitaet Erlangen-Nuernberg
Schlossplatz 4
91054 Erlangen | Germany
Tel.: +49 9131 85-0
www.uni-erlangen.de
Weiterer Standort: Nuernberg

Freising

Hochschule Weihenstephan-Triesdorf
Am Hofgarten 4
85354 Freising | Germany
Tel.: +49 8161 71-0
www.hswt.de

Fuerth

WLH- Wilhelm Loehe Hochschule fuer angewandte
Wissenschaften
Merkurstr. 41
90763 Fuerth | Germany
Tel.: +49 911 766069-0
www.wlh-fuerth.de

Hof

Hochschule Hof
Alfons-Goppel-Platz 1
95028 Hof | Germany
Tel.: +49 9281 4093000
www.hof-university.de

Ingolstadt

Hochschule fuer angewandte Wissenschaften
Ingolstadt
Esplanade 10
85049 Ingolstadt | Germany
Tel.: +49 841 9348-0
www.haw-ingolstadt.de

Kempten

Hochschule fuer angewandte Wissenschaften Kempten
Bahnhofstr. 61
87435 Kempten | Germany
Tel.: +49 8312523-0
www.fh-kempten.de

Landshut

Hochschule fuer angewandte Wissenschaften -
Fachhochschule Landshut
Am Lurzenhof 1
84036 Landshut | Germany
Tel.: +49 871 506-0
www.fh-landshut.de

Muenchen**elite universities:**

Ludwig-Maximilians-Universitaet Muenchen
Geschwister-Scholl-Platz 1
80539 Muenchen | Germany
Tel.: +49 89 2180-0
www.uni-muenchen.de
further locations: Planegg/Martinsried;
Oberschleissheim, Garching

Technische Universitaet Muenchen
Arcisstr. 21
80333 Muenchen | Germany
Tel.: +49 89 289-01 | www.tum.de
Weitere Standorte: Garching, Weihenstephan/Freising



Universities in Bavaria

Further academic institutions:

Akademie der Bildenden Kuenste Muenchen
Akademiestr. 2-4
80799 Muenchen | Germany
Tel.: +49 89 38 52-0
www.adbk.de

Hochschule fuer angewandte Wissenschaften Muenchen
Lothstr. 34
80335 Muenchen | Germany
Tel.: +49 89 1265-0
www.hm.edu

Hochschule fuer Fernsehen und Film Muenchen
Bernd-Eichinger-Platz 1
80333 Muenchen | Germany
Tel.: +49 89 68957-0
www.hff-muc.de

Hochschule fuer Musik und Theater Muenchen
Arcisstr. 12
80333 Muenchen | Germany
Tel.: +49 89 289-03
website.musikhochschule-muenchen.de

Hochschule fuer Philosophie - Muenchen
Kaulbachstr. 31
80539 Muenchen | Germany
Tel.: + 49 89 23 86 23 00
www.hfph.mwn.de

Hochschule fuer Politik Muenchen
Ludwigstr. 8
80539 Muenchen | Germany
Tel.: +49 89 2 88 03 99-0 und +49 89 28 50 18
www.hfp.mhn.de

Katholische Stiftungsfachhochschule Muenchen
Preysingstr. 83
81667 Muenchen | Germany
Tel.: +49 89 48092-1271
www.ksfh.de

MHMK Macromedia Hochschule fuer Medien
und Kommunikation Muenchen
Gollierstr. 4
80339 Muenchen | Germany
Tel.: +49 89 544151-0
www.macromedia-fachhochschule.de

Munich Business School
Elsenheimerstr. 61
80687 Muenchen | Germany
Tel.: +49 89 547678-0
www.munich-business-school.de

SDI Sprachen & Dolmetscher Institut Muenchen
Baierbrunner Str. 28
81379 Muenchen | Germany
Tel.: +49 89 288102-0
www.sdi-muenchen.de

Neubiberg

Universitaet der Bundeswehr Muenchen - Neubiberg
Werner-Heisenberg-Weg 39
85579 Neubiberg | Germany
Tel.: +49 89 6004-0
www.unibw.de

Neuendettelsau

Augustana-Hochschule Neuendettelsau
Waldstr. 11
91564 Neuendettelsau | Germany
Tel.: +49 9874 509-0
www.augustana.de

Neu-Ulm

Hochschule fuer angewandte Wissenschaften Neu-Ulm
Wileystr. 1
89231 Neu-Ulm | Germany
Tel.: +49 731 9762-0
www.hs-neu-ulm.de

Nuremberg

Akademie der Bildenden Kuenste Nuernberg
Bingstr. 60
90480 Nuernberg | Germany
Tel.: +49 91194040
www.adbk-nuernberg.de

Evangelische Hochschule Nuernberg
Baerenschanzstr. 4
90429 Nuernberg | Germany
Tel.: +49 911 27253-6
www.evhn.de

Georg-Simon-Ohm-Hochschule fuer angewandte
Wissenschaften Fachhochschule Nuernberg
Kesslerplatz 12
90489 Nuernberg | Germany
Tel.: +49 911 5880-0
www.ohm-hochschule.de

Hochschule fuer Musik Nuernberg
Veilhofstr. 34
90489 Nuernberg | Germany
Tel.: +49 911231-14428
www.hfm-nuernberg.de

Passau

Universitaet Passau
Innstr. 41
94032 Passau | Germany
Tel.: +49 851509-0
www.uni-passau.de

Regensburg

Hochschule Regensburg
Pruefeninger Str. 58
93049 Regensburg | Germany
Tel.: +49 941 943-02
www.hs-regensburg.de

Hochschule fuer katholische Kirchenmusik
und Musikpaedagogik
Andreasstr. 9
93059 Regensburg | Germany
Tel.: +49 941 83009 0
www.hfkm-regensburg.de

Universitaet Regensburg
Universitaetsstr. 31
93053 Regensburg | Germany
Tel.: +49 941 943-01
www.uni-regensburg.de

Rosenheim

Hochschule Rosenheim
Hochschulstr. 1
83024 Rosenheim | Germany
Tel.: +49 8031 805-0
www.fh-rosenheim.de

Wuerzburg

Hochschule fuer angewandte Wissenschaften
Wuerzburg-Schweinfurt
Muenzstr. 12
97070 Wuerzburg | Germany
Tel.: +49 931 3511-0
www.fhws.de

Hochschule fuer Musik Wuerzburg
Hofstallstr. 6-8
97070 Wuerzburg | Germany
Tel.: +49 931 321870
www.hfm-wuerzburg.de/

Julius-Maximilians-Universitaet Wuerzburg
Sanderring 2
97070 Wuerzburg | Germany
Tel.: +49 93131-0
www.uni-wuerzburg.de



Systematic Excellence: Research Institutes in Bavaria

Along with the universities, the free state has a **historically grown and elaborate non-academic research landscape including research institutes renowned throughout the world**. The **Max Planck Society is based in Munich** and is an international driving force in terms of natural, biological and social sciences as well as humanities. In particular, it takes on new innovative research institutes not yet entrenched in the academic landscape. The success of this approach can be seen in numerous Nobel prizes having been awarded to scientists among the members of the society. Bavaria's most recent Nobel Prize laureate, Professor Theodor W. Haensch, who received the Nobel Prize in Physics in 2005, does not only work at the Ludwig Maximilian University in Munich but is also the Director of the Max Planck Institute of Quantum Optics in Garching. Fourteen of the more than 80 Max Planck Institutes worldwide do research in Bavaria.

Two major research centers of the Helmholtz Association are based in Bavaria: The **Helmholtz Center Munich** – German Research Center for Environmental Health and the **Max Planck Institute** for Plasma Physics. The German Center for Aerospace also maintains a location in Oberpfaffenhofen. The scientists of the Helmholtz Association combine research and technology developments with innovative application and prevention outlooks concerning future-related topics of society, aeronautics, energy, environment and traffic.

The **Fraunhofer Society** is the leading organization for applied research across Europe. This society conducts application-oriented research with a high benefit for corporations. Along with its head office, the society consists of independent research institutes as well as several branch offices, task groups and application centers.

The professional spectrum varies from microelectronics to food technology. The facilities of the **Leibniz Association** are varied in their profiles. The Association deals with scientific questions significant to the in society as a whole. The five Leibniz research facilities in Bavaria supply an infrastructure for both science and research and provide scientific services like procurement, consulting and transfer of technologies for science, economy, politics and public: They include the German Museum in Munich as one of the largest museums of technology worldwide, the internationally renowned Ifo Institute for Economic Research and the German Research Center for Food Chemistry in Garching.

In the field of applied informatics, the **Leibniz Supercomputing Center** conducts research using one of the world's fastest high-performance computers and delivers technical and logistical basics for all colleges and universities in the Munich area. With Germany's highest concentration of both research facilities and manufacturers producing medical technology, the "Medical Valley", the region around Nuremberg, presents a unique feature. Alongside these flagships of the international research landscape, there are countless smaller and highly specialized research facilities and networks across Bavaria. With its two locations in Bayreuth and Fuerth, the **competence center Neue Materialien Nordbayern** (New Materials Northern Bavaria) expedites the development of innovative process technologies and methods intended to make particularly powerful and lightweight materials or molded parts made of plastics and metals. Along with a start-up center, there is also the Franconian plastics network organizing on-site knowledge transfer from research to practice for both companies and institutes. The interaction of these organizations and the flexible advancements of university structures are the secret why Bavarian scientists, inventors and entrepreneurs are successful in the international competition of innovations.

Nobel Prize Laureates from Bavaria*

Name	Award
Wilhelm Conrad Roentgen	Physics 1901
Emil Hermann Fischer	Chemistry 1902
Adolf von Baeyer	Chemistry 1905
Eduard Buchner	Chemistry 1907
Paul Heyse	Literature 1910
Wilhelm Wien	Physics 1911
Max von Laue	Physics 1914
Richard Willstaetter	Chemistry 1915
Johannes Stark	Physics 1919
Heinrich Wieland	Chemistry 1927
Ludwig Quidde	Nobel Peace Prize 1927
Thomas Mann	Literature 1929
Hans Fischer	Chemistry 1930



Wilhelm Conrad Roentgen



Emil Hermann Fischer



Paul Heyse



Max von Laue

* Nobel Prize Laureates either born in Bavaria or active in Bavaria for a longer time



Nobel Prize Laureates from Bavaria*

Name	Award
Werner Heisenberg	Physics 1932
Hans Spemann	Physiology/Medicine 1935
Adolf Butenandt	Chemistry 1939
Rudolf Moessbauer	Physics 1961
Feodor Lynen	Physiology/Medicine 1964
Ernst Otto Fischer	Chemistry 1973
Karl von Frisch	Physiology/Medicine 1973
Konrad Lorenz	Physiology/Medicine 1973
Henry Kissinger	Nobel Peace Prize 1973
Arno Allen Penzias	Physics 1978



Thomas Mann



Werner Heisenberg



Henry Kissinger



Klaus von Klitzing

Name	Award
Georges Koehler	Physiology/Medicine 1984
Klaus von Klitzing	Physics 1985
Gerd Binnig	Physics 1986
Jack Steinberger	Physics 1988
Johann Deisenhofer	Chemistry 1988
Robert Huber	Chemistry 1988
Hartmut Michel	Chemistry 1988
Erwin Neher	Physiology/Medicine 1991
Theodor W. Haensch	Physics 2005
Gerhard Ertl	Chemistry 2007



Hartmut Michel



Erwin Neher

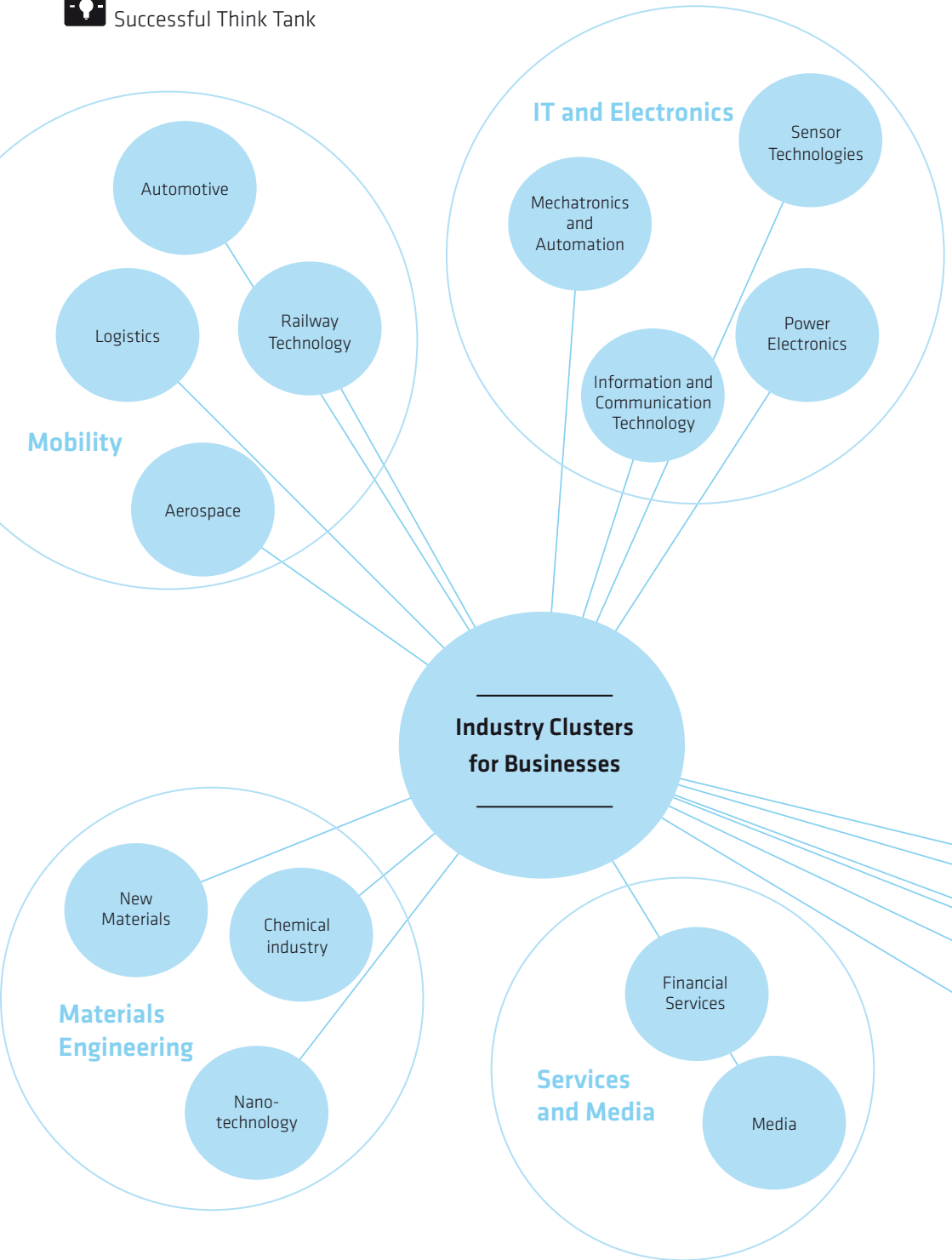


Theodor W. Haensch



Gerhard Ertl

* Nobel Prize Laureates either born in Bavaria or active in Bavaria for a longer time



“Silicon Valley” for Cutting Edge Technology: The Bavarian Cluster Offensive

Silicon Valley in California is a worldwide recognized example of how efficient cooperation and networking between companies, research centers and politics can result in successful innovations. **The innovation policies of the free state also aim at intensifying the cooperation between researchers and craftsmen via regional clusters in the long term and to assure essential competitive advantages by means of the resulting synergies for the Bavaria-based companies.**

That is why the Bavarian state government has launched a **Cluster Offensive**. All across Bavaria, cluster platforms are supported within all fields of expertise important to the state. These clusters focus on industries and fields of competence of major importance for the Bavarian economy, such as Bioengineering, Information and Communications Technology, Mechatronics and Automotive. Every single cluster features renowned experts and figures from economy and science contributing their expertise, their prestige and individual networks to the clusters. The regional density promotes mutual exchange and creates an innovation-friendly environment, since universities and research facilities, start-up centers,

hightech companies and venture capitalists are closely interlinked with one another. **Hightech companies emanate from research centers with an excellent standing** to subsequently attract new enterprises with complementary competences to find their base in the region. That way, a center only noticed locally at first can turn into an internationally renowned powerhouse within its industry. Today, the Bavarian Cluster Offensive can come up with a remarkable success record. Meanwhile, more than 5,500 companies participate on a regular basis in the cluster activities. Since the initiative was launched, the individual cluster teams have held more than 5,800 events. Especially for medium-sized companies and start-ups, the clusters provide for ideal opportunities to also expedite capital-intensive developments within a cluster network.

The commitment is paying off: three Bavarian consortia – the “Munich Biotech Cluster m4”, the Medical Valley in European metropolitan region Nuremberg and Augsburg-based M A I Carbon – were winners in the top cluster competition held by the Federal Ministry of Research.

Humans and Environment

Bio-
technologies

Forestry and
Wood

Power
Engineering

Medical
Technologies

Food
Industry

Environmental
Technologies



Cluster Contacts

Aerospace

bavAIRia e.V.
Friedrichshafener Str. 1
Sonderflughafen Oberpfaffenhofen
82205 Gilching | Germany
Tel.: +49 8105 272927-0 | Fax: +49 8105 272927-15
info@bavairia.net | www.bavAIRia.net

Automotive

Bayern Innovativ GmbH
Gewerbemuseumsplatz 2
90403 Nuernberg | Germany
Tel.: +49 911-20671-211 | Fax: +49 911-20671-766
cluster-automotive@bayern-innovativ.de
www.cluster-automotive.de

Biotechnologies

Biom Biotech Cluster Development GmbH
Am Klopferspitz 19a
82152 Martinsried/Muenchen | Germany
Tel.: +49 89 899679-0 | Fax: +49 89 899679-79
info@bio-m.org | www.biotech-bayern.de

Chemical Industries

Chemie-Cluster Bayern GmbH
Frundsbergstr. 33
80634 Muenchen | Germany
Tel.: +49 89 1894168-10 | Fax: +49 89 1894168-11
info@chemiecluster-bayern.de
www.chemiecluster-bayern.de

Energy Technologies

Bayern Innovativ GmbH
Gewerbemuseumsplatz 2
90403 Nuernberg | Germany
Tel.: +49 911 20671-223 | Fax: +49 911 20671-766
bartl@bayern-innovativ.de
www.cluster-energietechnik.de

Environmental Technologies

Traegerverein Umwelttechnologie-Cluster Bayern e.V.
Am Mittleren Moos 48
86167 Augsburg | Germany
Tel.: +49 821 455798-0 | Fax: +49 821 455798-10
info@umweltcluster.net | www.umweltcluster.net

Financial Services

Bayerisches Finanz Zentrum (BFZ) e.V.
Von-der-Tann-Str. 13
80539 Muenchen | Germany
Tel.: +49 89-27370138-0 | Fax: +49 89-27370138-9
info@bfzev.de | www.bfzev.de

Food Industry

KErn – Kompetenzzentrum fuer Ernaehrung
Am Gereuth 4
85354 Freising | Germany
Tel.: +49 8161 71-2776 | Fax: +49 8161 71-2793
poststelle@kern.bayern.de
www.cluster-bayern-ernaehrung.de

Forestry and Wood

Cluster-Initiative Forst und Holz in Bayern gGmbH
Hans-Carl-von-Carlowitz-Platz 1
85354 Freising | Germany
Tel.: +49 8161 71-5117 | Fax: +49 8161 71-5996
post@cluster-forstholzbayern.de
www.cluster-forstholzbayern.de

Information and Communication Technologies

BICCnet Clusterbuero
Boltzmannstr. 3
85748 Garching | Germany
Tel.: +49 89-289-17860 | Fax: +49 89-289-17861
clusterbuero@bicc-net.de | www.bicc-net.de

Logistics

CNA e.V. Center for Transportation &
Logistics Neuer Adler e.V.
Theresienstr. 9
90403 Nuernberg | Germany
Tel.: +49 911 4809-4815 | Fax: +49 911 4610-760
info@c-na.de | www.c-na.de

Mechatronics and Automation Cluster

Cluster Mechatronik & Automation e.V.
Beim Glaspalast 1
86153 Augsburg | Germany
Tel.: +49 821 569797-0 | Fax: +49 821 569797-50
info@cluster-ma.de | www.cluster-ma.de

Media

Media Network Bavaria
Bayerisches Staatsministerium fuer Wirtschaft und
Medien, Energie und Technologie | Abteilung Medien
Tel.: +49 89 2165-2752 | Fax: +49 89 2165-2760
mediennetzwerk@stmwi.bayern.de
www.mediennetzwerk-bayern.de

Print Media

Druck- und Printmedien
Zentrum fuer Druck und Medien GmbH
Reichenbachstr. 1
85737 Ismaning | Germany
Tel.: +49 89 962287-13 | Fax: +49 89 962287-77
info@cluster-print.de | www.cluster-print.de

Medical Technologies

Forum MedTech Pharma e.V.
Geschaeftsstelle: Bayern Innovativ GmbH
Gewerbemuseumsplatz 2
90403 Nuernberg | Germany
Tel.: +49 911 20671-330 | Fax: +49 911 20671-788
feigl@medtech-pharma.de | www.medtech-pharma.de

Medical Valley EMN e.V.

Henkestr. 91
91052 Erlangen | Germany
Tel.: +49 9131 5302-863 | Fax: +49 9131 9704-921
team@medical-valley-emn.de
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Nanotechnology

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New Materials

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cluster-neuwerkstoffe@bayern-innovativ.de
www.cluster-neuwerkstoffe.de

Power Electronics

ECPE e.V.
Landgrabenstr. 94
90443 Nuernberg | Germany
Tel.: +49 911-8102-880 | Fax: +49 911-8102-8828
thomas.harder@ecpe.org | www.clusterLE.de

Railway Technology

CNA e.V.
Theresienstr. 9
90403 Nuernberg | Germany
Tel.: +49 911-4809-4815 | Fax: +49 911-4610-760
info@c-na.de | www.cluster-bahntechnik.de

Sensor Technologies

Strategische Partnerschaft Sensorik e.V.
BioPark III
Josef-Engert-Str. 13
93053 Regensburg | Germany
Tel.: +49 941-630916-0 | Fax: +49 941-630916-10
info@sensorik-bayern.de | www.sensorik-bayern.de



Links Successful Think Tank

www.bayern-innovativ.de

The Bayern Innovativ GmbH is the society for innovation and knowledge transfer within the Free State of Bavaria. The company aims at stabilizing competitiveness, especially as far as medium-sized enterprises are concerned, by means of innovation and cooperation. The homepage is the pivotal place to go for both companies and project partners.

www.cluster-bayern.de

The cluster initiative of the Bavarian state government is a key element of the promotion of innovation. This website provides information regarding clusters in general, networked innovations and many more useful admission options.

www.baytech.de

A portal concerning Baytech's planning, development and realization of technology transfer platforms with a multiplying effect to support the cooperation between science and research and the companies based in Bavaria. Alongside complex network opportunities, there is information regarding opportunities in terms of further training and advice provided by the experts of Baytech and Bayern Innovativ.

www.bayfor.org

The Bayerische Forschungsallianz GmbH promotes the scientific and innovative location of Bavaria within the European Research Area. The homepage provides valuable information, tips and contacts for scientists from Bavarian universities and business protagonists who compete for European research funds.

www.hausderforschung.bayern.de

On the homepage of the "Haus der Forschung" (House of Research), visitors gain a well-structured insight into the Bavarian research landscape and the core competences of these institutions, plus the integrated amount granted as well as a comprehensive range of services concerning the continuative EU consulting and EU applications.



Upper Palatinate: Highlights

The coat of arms of the Upper Palatinate consists of three sections: The Palatinate Lion, the Bavarian rhombus and the crossed keys of Saint Peter. The latter symbolize the former Imperial City of Regensburg as the seat of the Upper Palatinate government.



Upper Palatinate

Historic Center of Regensburg: UNESCO World Heritage in Upper Palatinate

The former imperial city of Regensburg looks back on a heritage rich in history. The name “Regensburg” can be traced back to two historic origins: The Celts called their pre-Christian settlement at the junction of the rivers Danube, Naab and Regen “Radasbona” or “Ratisbona” (from 400 BC).

On the territory of this Celtic settlement area, the Romans had built a legionnaires camp with the similar name “Castra Regina” (179 AD) before the city was seized by Germanic tribes and eventually made the capital city of the first Bavarian duchy of the Agilofings (in the 6th century AD). Owing to long-distance trading with medieval European centers like Paris, Venice

or Kiev, the city experienced a period of unrivaled economic prosperity and was thus one of the most affluent and populous cities in Germany. A world-famous symbol of the city's prosperity at that time was the construction of the Stone Bridge (1135 – 1146), whose architecture became model for many other medieval town bridges, for instance for the forerunner of the Charles Bridge in Prague or the Thames Bridges in London. Between 1663 and 1806, this medieval metropolis was the seat of the Perpetual Diet, the representation of the estates. Since then, the magnificent urban architecture has influenced the face of Regensburg's medieval center. There is no other major city north of the Alps with a comparable abundance of genuinely



extant Gothic and Romanic constructions. That is why the UNESCO declared Regensburg's historic city center a World Heritage Site on July 13th, 2006. The structure of public, residential and artisan buildings as well as the most meaningful ecclesiastical sites, cloisters and monasteries, grown over the course of the centuries, today still genuinely represents the image of medieval metropolitan culture that has elsewhere perished. With their tower houses, the numerously extant Romanic and Gothic Patrician castles are the lithic evidence of the Italian influence north of the Alps. The blend of historic gem and vivid, modern metropolis attracts more visitors today than ever before in the city's history. For the people of Regensburg, the title "World Heritage

Site" does not only mean to preserve history but also to build the future. The historic heritage needs to be kept worth living for the generations to come, because just like it has been in the past 2,000 years, Regensburg shall remain the city to live, work and celebrate in and keep on developing itself further.



The Upper Palatinate at a Glance

Upper Palatinate in numbers

- Area: 3,742 square miles
- Population: About 1.1 million
- Regional structure: 3 urban districts (Amberg, Regensburg, Weiden), 7 rural districts

Top industries

- Automobile Production and Technology
- Electronics and Electrical Engineering
- Plastics Processing
- Mechatronics
- Bioengineering (clusters at Biopark Regensburg), Bavaria's second largest biotech site
- IT Technology incl. IT Security, IT Logistics and Internet Services (e.g. at the IT Speicher in Regensburg)
- Sensor System (Cluster Technology)
- Renewable Energies
- Glass, porcelain and ceramics industry (traditional, but also for present-day applications)
- Logistics and Special Trade
- Special Purpose Machinery Manufacture

Research and innovation

- University of Regensburg, Eastern Bavarian Universities of Applied Sciences in Regensburg, Amberg and Weiden
- Fraunhofer project groups at Biopark Regensburg
- Fraunhofer Institute for Environmental, Safety, and Energy Technology UMSICHT, Sulzbach-Rosenberg site
- Technology campus for Mechatronics in Cham
- Environmental institute in Neumarkt: part of Georg Simon Ohm University Nuremberg
- Cluster for Medical Engineering
- Sub-cluster Sensor System

Unique features of Upper Palatinate

- Located in the geographical center of Europe: Bridging function to the East
- Inventor region: Companies from the Upper Palatinate file for patents to an extent above average
- Founder region: The Upper Palatinate was awarded one of Germany's founder-friendliest regions
- Promising region: According to a study of the future institute "Deutschland 2020", the Upper Palatinate ranks among the 13 regions with the best prospects for the future
- Cross-border value chain with the neighboring Czech Republic

Living in Upper Palatinate

- “Mecca” for outdoor sports of all kinds in a total of 8 large natural parks
- Outstanding natural landscape for relaxation: Stiftland, Upper Palatinate Forest, Bavarian Forest, Bavarian Jura, the basalt peaks of Rauher Kulm and Parkstein, Upper Palatinate pond landscape

Attractions in Upper Palatinate

- Bavaria-wide, the region with the most festivals (starting from the oldest popular theatrical play, the “Drachenstich” in Furth im Wald, up to the castle festival Thurn and Taxis with international stars of the opera, the “Max Reger Days” in Weiden and the Bavarian Jazz Weekend in Regensburg)
- With more than 600 castles, the Upper Palatinate is the “Land of Castles of Bavaria”
- Outstanding church and monastery architecture (e.g. Regensburg Cathedral, Kappel Trinity Church and the monastic library in Waldsassen)

Infrastructure

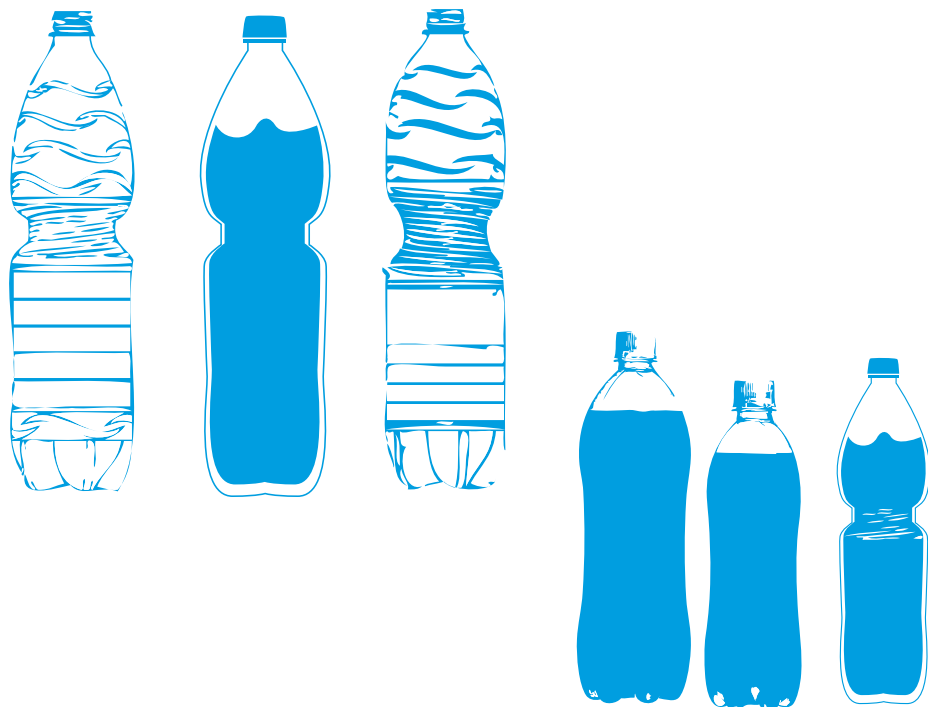
- Excellent coverage based on the highways A3, A6, A93 and access to the A9, as well as modern connections to the Czech Republic
- Efficient rail connections to urban centres by ICE high-speed train
- Good and fast accessibility of the airports in Munich, Nuremberg and Prague
- Bayernhafen Regensburg as a link between the seaport of Rotterdam and the Black Sea
- Traffic hub: Cargo Transport Center (CTC) in Regensburg as the gateway between road, rail and inland waterway
- Cargo terminal for combined freight transport (CFT) with nonstop regular service transport connection

Economic key figures

- In all of Bavaria, the highest GDP growth per capita in recent years. Since 1997, almost 40 percent
- Export quota in processing trade of approximately 50 percent and counting



Upper Palatinate



Global Champion from the Upper Palatinate

Krones AG

Millions of consumers benefit each and every day from the Krones' innovative capacity – without being actually aware of it. The Krones group is based in Neutraubling and plans, develops and manufactures machinery and complete systems for process, filling and packaging technology as well as intra-logistics. Around the world, millions of bottles, cans and formed containers are both filled and processed every day by means of Krones facilities. As far as breweries, wine presses, beverage companies, chemical, pharmaceutical and cosmetic industry and many more are concerned, reliable technology from Krones has become the key link of goods on their way to the consumer. The global success of both the company and its more than 11,500 employ-

ees rests upon the combination of special knowledge in terms of mechanical engineering and precisely understanding what customers need. Countless innovations have paved the way for a continuous technical lead of the company that was founded in 1951. Today, Krones carry an innovation potential of more than 2,200 registered patents and registered designs.

NSG Group

“Our work at Weiherhammer is renowned since we use this location to manufacture special products according to the highest possible requirements. Innovation is the key and in this spirit, the Upper Palatinate mentality is the utmost requirement and the key to success. The NSG Group relies on this location as the staff's experience and qualification and in particular their mentality have become pivotal factors of success for us. When it comes to in-house innovations, we received tremendous support from our management, regional partners, the Bavarian government and all others involved.”

*Reinhold Gietl, Factory Manager
Weiherhammer*

The NSG Group is one of the world's leading manufacturers of glass and glass products. The corporate focus lies on Automotive, Architectural and Technical Glass. Today, the NSG Group's overall revenue amounts to approximately 5 billion Euros and the number of employees is about 29,000.

Headquarters

Tokyo

Weiherhammer

1990



Links Upper Palatinate

www.regierung.oberpfalz.bayern.de

The website of the Upper Palatinate government provides information and contact details for the public administration, as well as important matters concerning business and social life in the Upper Palatinate.

www.bezirk-oberpfalz.de

The web presence of the district of Upper Palatinate details the region's social and cultural life, provides tips and information about current topics and the right contacts at public authorities and institutions.

www.oberpfalz.de

Clearly and vividly, this website of the Upper Palatinate's regional marketing highlights two of the best reasons to invest in the region: Prosperous economy and a special quality of life.

www.ihk-regensburg.de

The chamber of commerce and industry Regensburg represents the overall interest of the regional economy toward politics and society and renders plenty of market and customer-related services.

www.ostbayern-tourismus.de

Tourist information regarding history and points of interest, from culture to nature, interactive maps as well as integrated service and booking options can be found on the website of the Eastern Bavaria Tourism Association.

www.bayerischer-wald.de

This website provides tourist information in a refreshingly natural way, including the Bavarian Forest and many more.

www.coris-online.de

CORIS is the regional cluster-oriented information system, which is a web-based, intersectoral network of regional companies and supporting institutions. CORIS visualizes the region's clusters and provides information about the companies involved as well as institutions and cooperation.

Amberg's famous "Stadtbrille" – a bridge said to look like a pair of glasses





SUCCESS FACTOR: MAN

Education and Training in Bavaria



Bavarian students regularly rank among the best

High-quality work begins at school and in training, because today's students and trainees will be the engineers and skilled workers of tomorrow. That is why the Free State of Bavaria invests in an **efficient educational system as the basis for economic success** and an innovative society worth living. Education and training are the highest line items of Bavaria's state expenditures, and the results are more than impressive:

For years, Bavarian students have belonged to the best among the European countries and they have taken the lead as far as the assessment of most of the German states is concerned. In addition to the qualification for and in accordance with the respective type of school, Bavaria's educational institutions particularly emphasize teaching "soft skills". In addition to general and specialized knowledge, the classes are intended to impart key competences like teamwork, independent work, creativity as well as pioneering spirit and thus form the basis for ideal personal development during childhood and adolescence. The continuous adjustments and amendments of lesson plans and subjects

and the close relation of vocational trainings to business practices are the key factors of Bavaria's educational success. Once the educational needs change, Bavarian schools quickly take up professional innovations and implement new educational contents and subjects. Hence, schools in the free state pioneered the use of computers during classes. A comprehensive auditing and quality assurance program in use at Bavaria's educational institutions ensures a level of proficiency setting standards in Germany and across Europe. **Countless international schools and a growing number of multilingual learning opportunities** fortify the international demand of education and training in the free state and make it easy for young immigrants to take up their training. Day care for working parents is also part of the educational key aspects of the Bavarian government. Full-time child care services and all-day schools will be further expanded in the years to come.

Talent Factory with System: The Bavarian School System

The focus of the Bavarian school system lies on a custom-fit education to support individual talents, skills and the plans of children and teenagers for their future. After the pupils have attended a four-year elementary school together, various types of schools provide for a diversified educational program with different qualifications and professional directions.

The German **Mittelschule** is the traditional school career for teenagers who strive for a hands-on apprenticeship in the industry, in crafts or in the service sector. This five-year schooling program combines practical general knowledge with pre-vocational skills that are intensified by continuous communication with companies. Graduates with a normal or qualified Mittelschule diploma will generally take up an apprenticeship, forming the qualification backbone of the Bavarian craftsmanship, industry and service sector.

The German **Realschule** educates qualified specialists in three pre-vocational directions: Emphasizing natural science and technology, or economy and foreign languages respectively. During the six-year course of study, Bavarian Realschule graduates will acquire the latest expert knowledge in elective subjects with considerable practical relevance, such as computer science, word processing, information technology and further specializations. The respective graduation is labeled "Mittlere Reife" and is an outstanding stepping stone to start ambitious working practices. Additional qualifications for certain disciplines can be added seamlessly to these practices.

The German **eight-year Gymnasium** provides students with in-depth knowledge in general and professionally as far as four specializations are concerned: **Language (and humanism, respectively), science and technology, economy and social sciences as well as arts.** Students that attended a Gymnasium are prepared for an international career by classes taught in at least two different languages. In modular elective and compulsory subjects, the students acquire special knowledge for their professional and academic career. Graduating from a Bavarian Gymnasium will be awarded with the "Bayerisches Abitur", regarded as one of Germany's most ambitious diplomas. This diploma has an outstanding reputation with both the economy and science and qualifies to enroll at a German university.

The free state's school policy is based on the principle **"no graduation without continuation"**. A Bavarian Realschule graduation can therefore be enhanced virtually in all possible directions, for instance by attending an Aufbaugymnasium (follow-up Gymnasium), qualifying for an Abitur graduation, and further educational modules.

In this context, the German Wirtschaftsschule is an upper secondary school specialized in economy and administration connected to secondary schools that imparts business practice with modern, innovative teaching methods. Students attending a Wirtschaftsschule gain experience in tutorial companies that simulate complete operational procedures. The German Berufliche Oberschule, where Realschule graduates are able to achieve a diploma to enroll in a German university of applied sciences, works likewise very practical and entrepreneurial. Students of a Berufsoberschule learn on the job while completing a six-month internship during which they apply and deepen the knowledge they have acquired at school in the fields of technology, economy, social services, agricultural economy or design.



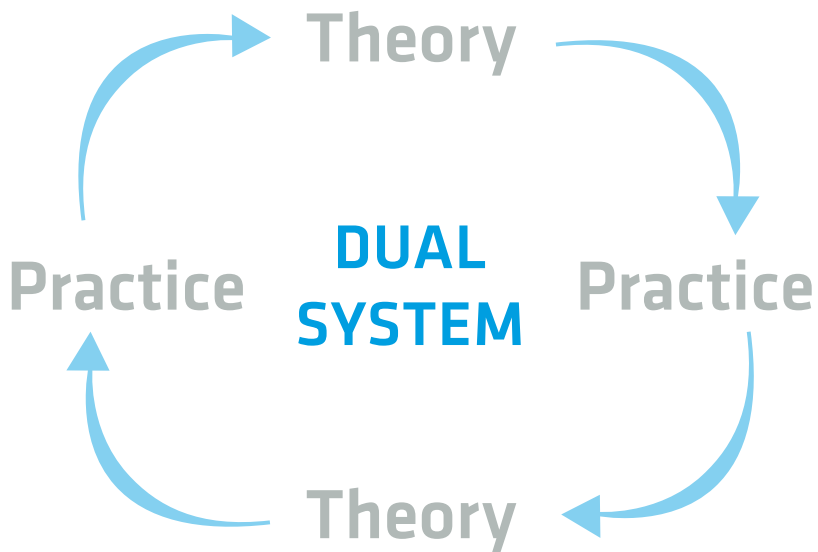
Top Performance in Schools and Companies: The Dual Vocational Training System



The Dual System: Training as a Specialist with Personality

The dual vocational training system for young specialists is a guarantor of high quality standards for Bavarian employees and, at the same time, it provides for excellent vocational perspectives for young Bavarian professionals. Among young professionals, Bavaria holds Germany's lowest unemployment rate. Dual training combines an apprenticeship with background knowledge and additional competences that are associated with a job at a vocational school. Most of the students who graduate from a German Mittelschule, Realschule or Wirtschaftsschule and almost every fifth Bavarian Gymnasium graduate decide on a three-year professional training combining an advanced education with business practices. Along with their inservice training, the trainees attend a vocational school. For this purpose, the courses are adapted to the trainees'

level of education and the business requirements so that the impartment of knowledge and its application smoothly interlock. Schools and companies cooperate in a network able to flexibly respond to new challenges, imparting a sound and future-oriented principle of professional qualification to the students. At approximately 80 vocational training centers and technology parks young trainees are taught the latest techniques and working methods, allowing them to cope with future challenges at work.



This apprenticeship combining theory and practice also proves its quality in international contests and rankings. At the “Professional Olympics” across the world, young Bavarian representatives traditionally rank in top positions.

After completing their apprenticeship or master school, the graduates have excellent career prospects: In the mid-term, about half of the graduates assume executive positions in industry and crafts. As to the remaining 50 percent, they either become self-employed or qualify for continuing professional careers.

→ **DID YOU KNOW?**

The dual vocational training consists of an in-service training accompanying an education at a vocational school, which is not only the basis for the success of Germany as an export nation but also developing into an export hit itself. Even the European Commission recommends adopting the dual system to increase the competitiveness of other European countries.



Reservoir of Opportunities: Qualification and Manpower

The Bavarian school and training system provides the requirements for Bavaria's companies to succeed globally, as personnel qualification determines the quality of business performances. Approximately two thirds of all employees across the free state completed an apprenticeship or comparable professional training. The craftsmen and skilled assistants build the backbone of the service sector in particular where about two thirds of all Bavarian employees work. The processing trade that employs an additional fourth of all workers also relies on specialists. About every tenth Bavarian resident is a university graduate. **Thus, the free state ranks among the best German states as far as academic studies are concerned.** University graduates hold executive positions in many sectors, especially in future industries. These find ideal site conditions here that are mostly due to the excellent level of education and

the intensive research work. In hightech sectors such as Medical Engineering, Material Development, Nanotechnology and Bioengineering as well as Information and Communication Technology, Aeronautics, Mechatronics and industry-oriented innovation programs, Bavaria ranks among the world's elite in terms of qualification and the educational level of the employees.

Along with the high educational standards, other frame conditions speak for Bavaria. For years now, the number of staff missing due to illness has regressed, and by now it has already become one of the lowest in all of Europe. The companies can also rely on corporate harmony and stability between employers and employees. Owing to the tariff partnership between employers and employees, Bavaria has one of Europe's lowest strike quotas.





Bavarian educational system: Qualification brings about economic quality



Links Success Factor: Man

www.km.bayern.de

The portal of the Bavarian State Ministry of Education and Culture is the pivotal source of information concerning school, education and training and includes the opportunities of the educational system in a structured and descriptive way.

www.meinbildungsweg.de

This is an interactive education planner for individual adjustments of education at vocational schools, state institutes and universities, including useful “info graphics” to begin with and accompanied by plenty of textual information.

www.work-in-bavaria.de

Internet portal of the Bavarian State Ministry of Economic Affairs and Media, Energy and Technology, providing overseas experts with career opportunities available within the free state. There is also background information concerning Bavaria's expert strategy.

www.uni-bayern.de

On their homepage, the union of Bavaria's universities provides an insight into current and future educational concepts, the discourse concerning academic policies as well as overviews, dates and contacts of the Bavarian universities.

www.bildungspakt-bayern.de

The “Bildungspakt Bayern” Foundation provides state-run boards, commercial corporations and associations with a platform for a mutual cooperation when it comes to devising tasks in terms of education and child-rearing. The company presents the initiatives of this “Bildungspakt” (educational agreement).

www.ausbildungsoffensive-bayern.de

The “Ausbildungsoffensive Bayern” (Bavarian Training Campaign) promotes the Employers' Associations for the Bavarian Metalworking and Electrical Industries (bayme) and the Association of the Bavarian Metal and Electrical Industry (vbm). The homepage provides custom-fit information and consulting solutions.



Upper Franconia: Highlights

The coat of arms of Upper Franconia comprises four separate symbols. One of them is the so-called Franconian Rake, a common emblem of Franconia. The three remaining symbols relate to the old territories which are still incorporated today: The lion represents the region of Hochstift Bamberg, the black-and-white quartered section symbolizes the House of the Margraves of Hohenzollern called Brandenburg-Bayreuth while the green section of rhombus on the right illustrates the Duchy of Coburg.



Upper Franconia

Bayreuth Festival – Monument of Classical Music

The Richard Wagner Festival on the so-called Green Hill in Bayreuth is one of the world's most famous classical music and theater festivals. Like their founder, composer Richard Wagner, the festival has a striking character particularly presenting itself by the distinctive atmosphere of the historic Festspielhaus (opera house), which was designed by Otto Brueckwald following sketches drafted by Richard Wagner. Early on, Richard Wagner was enthused about the concept of a republic and stood up for a reformation of politics, society and art. His operas, that have become famous around the world, portray sagas and lore from both a

knight's life and Germanic mythology. He created innovative and romantic universal artworks from music, text and detailed stage directions. Wagner's perfectionism and his boisterous artistic idealism led him to design the venue for his operas and create the unique frame for the artistic experience of the Festspielhaus on the Green Hill in Bayreuth. Here, his romantic music was to be really accentuated away from the popular theater business of the metropolises. For his vision, Wagner won over plenty of prominent supporters, amongst others King Ludwig II of Bavaria. On August 13, 1876 Wagner was able to begin staging the entire



Ring of the Nibelung opera thanks to these supporters. The Bayreuth premiere audience reads like an international who's who of the music scene back then. Among the guests were Peter Tchaikovsky, Franz Liszt, Anton Bruckner, Edvard Grieg, the writer Leo Tolstoy, the philosopher Friedrich Nietzsche and countless representatives of the European high nobility.

Meanwhile, the Wagner productions at the Festspielhaus Bayreuth are considered as one of the world's major classical music events and have become a Mecca for international celebrities. The nearly 30 shows of Wagner's classical works, such as *The Flying Dutchman*, *Lohengrin*, *The Ring of the Nibelung*, *Tristan and Isolde* can be seen by 58,000 visitors, and due to the worldwide run on the tickets by the ever-growing "Wagnerian" community, the shows are sold out for years to come.



Upper Franconia at a Glance

Upper Franconia in numbers

- Area: 2,792 square miles
- Population: about 1.1 million
- Regional structure: 4 urban districts (Bamberg, Bayreuth, Coburg, Hof), 9 rural districts

Top industries

- New Materials / Ceramics - Plastics
- Center for the German textile industry
- Water / Environmental Technology
- Focus of the Bavarian food industry
- Modern services
- Furniture and Toy Industry
- IT and Automotive

Research and innovation

- 4 universities, 2 colleges
- East-West competence center, Marktredwitz
- Competence center New Materials, Northern Bavaria, Bayreuth
- Project group of the Fraunhofer Society concerning process innovation and "Keramische Verbundstrukturen" (ceramic composite structures), Bayreuth
- Logistics cluster, Logistics agency Oberfranken
- Water cluster in Hof, competence center for water and environmental technology
- Focus on food technology: Max Rubner Institute (MRI) Kulmbach, Federal Research Institute for Diet and Food, International Competence Center for Meat Quality, Kulmbach, Forschungsstelle fuer Nahrungsmittelqualitaet (ForN) at the University of Bayreuth, Kompetenzzentrum fuer Ernaehrung (KerN) of the Free State of Bavaria, Kulmbach

Infrastructure

- Hub between the metropolises of Prague, Frankfurt, Munich, Berlin
- 6 highways, comprehensive railroad services, ICE hub
- Regional Airport Hof / Plauen, Commercial Airport Bayreuth
- Harbor Bamberg for mass transportation and heavy load
- Within 4 hours, about 60 million consumers can be reached

Living in Upper Franconia

- “Gesundheitspark Franken” (Franconia health institute) with 14 spas and therapeutic baths
- Highest density of breweries worldwide
- Bamberg Symphony, world-famous orchestra
- Well-developed local recreation area and landscapes between Fichtelgebirge, Franconian Switzerland, Franconian Forest and the “Gottesgarten” (God’s Garden) in the Obermain region

Unique features of Upper Franconia

- Situated on the main transportation axis from Scandinavia to the Mediterranean Sea as well as from France to Russia
- Home to global players:
- More than 500 international market leaders
- Second highest industry density of all European regions.

Attractions in Upper Franconia

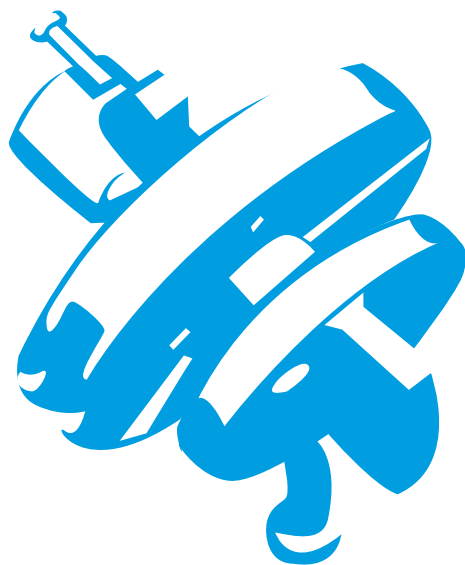
- Richard Wagner Festival, Bayreuth
- Luisenburg Festival, Wunsiedel
- Hof International Film Festival
- Bamberg Old Town, UNESCO World Heritage Site
- Renaissance castle Plassenburg, Kulmbach
- Walberla, nature reservation in Franconian Switzerland
- Medieval city center of Kronach
- Margrave opera house and redout fort, Bayreuth, one of the last existing 18th century theater buildings

Economic key figures

- On average, cost of living is 25 percent lower than in nearby metropolitan areas
- High density of companies: More than 72,000 local corporations, from SMB to global players
- Number of industry employees exceeds the German average by approximately 40 percent



Upper Franconia



Global Champion from the Upper Franconia

The PASS Stanztechnik AG: Global Success with Customer Focus

If there was a world market for satisfying customer requests, the PASS Stanztechnik AG from the Upper Franconian Creussen would be a candidate to lead this very market. The company specializes in manufacturing CNC punching tools and the staff does not consider the company a tool supplier, but a partner of the sheet metal working industry. The employees define themselves by their service quality; and under this premise, the company that was founded in 1982 worked its way up to a leading position in the development and pro-

duction of special vehicles that are customized beyond standard requests. The 115 employees in Creussen and the company representatives worldwide consider themselves as those paving the way for more than 4,000 customers as far as high-quality precision tools are concerned that tap new applications, markets and business segments.

Nexans Power Accessories Germany GmbH

Globally operating Nexans Power Accessories Germany GmbH in Hof (NPAG) employs more than 300 staff members at several locations locally and abroad. Due to intensive research and development activity, NPAG takes a leading role in terms of efficient power transmission sets in the low-voltage and medium-voltage sector. In doing so, the company benefits from the innovation friendly Bavarian environment, allowing Nexans Power Accessories Germany GmbH to set crucial industry standards and to shape global norms.

Based on the continuous improvement and orientation of products and system solutions toward the ever-changing energy market, NPAG can fall back on an excellent pool of qualified experts here in Upper Franconia, enhancing the region's future-oriented direction and its innovative capacity.

*Peter Ahlers, General Manager
Nexans Power Accessories Germany
GmbH*

For more than 50 years, the **Nexans Power Accessories Germany GmbH** (short: NPAG) based in Hof/Saale has led the field of joining technology and power cable sets. Incorporated in the French Nexans group, Nexans Power Accessories Germany GmbH has specialized in manufacturing low-voltage and medium-voltage sets to join and connect with power cables. The Nexans group ranks among the world's leading cable manufacturers and employs 24,500 staff members in more than 40 countries.

1897

Lyon

Hof

for more than 50 years now



Links Upper Franconia

www.regierung.oberfranken.bayern.de

The government of Upper Franconia offers visitors an extensive and sound information portal for the region with themes, link references and contacts.

www.bezirk-oberfranken.de

The homepage of the region of Upper Franconia is the interface with communities, government, and current issues in society, art, culture and nature.

[www.oberfranken.de/ regionalinitiativen.htm](http://www.oberfranken.de/regionalinitiativen.htm)

On the website of the Upper Franconian regional initiatives, visitors get a glimpse of the vibrant and active network of cultural Upper Franconia; the creative networks include support groups as well as regional, cultural or art clubs and inventor clubs.

www.bayreuth.ihk.de www.ihk-coburg.de

The service portals offered by the two CCIIs for Upper Franconia provide information on location policy, start-up help and company funding, education and training, innovation and the environment, foreign trade and law.

www.it-cluster-oberfranken.de

With the association IT Cluster Upper Franconia, companies and institutions have formed a specialized regional network and a knowledge and growth pool to mutually realize benefits for all protagonists involved.

www.familienland-oberfranken.de

With the portal "Family State Upper Franconia" the Upper Franconia Future Forum puts special emphasis on families and family starters, where they can find information, addresses, events and contact information bundled in a portal.

RELIABLE FRAME CONDITIONS

A Government Committed to Investment



Legal certainty, clear competences and reliable processes: Trust also involves the location factor

Legal certainty is a location factor that makes Germany, and Bavaria in particular, attractive for international companies. It is an essential foundation for business success in this country and on the world market. **German law is competent, cost-effective and reliable.** An efficient legal infrastructure and an independent jurisdiction ensure fast processing and the timely implementation of legal matters.

Above all, starting a company in Germany is a simple and straightforward process. Foreign investors have the possibility of establishing a dependent branch in Germany and thus can operate directly with their company in Germany. In addition, they can also establish subsidiaries, and just like all German entrepreneurs, choose between different legal forms for their business. Key criteria are often the desired role of the shareholders, possible limitations or tax considerations. In German law, there are two basic types of legal forms, each with several sub-forms with specific advantages: The corporation and the joint partnership.



Corporations: A Market of Opportunities

For **corporations**, the company itself is the bearer of all rights and obligations, not the individuals. The company may enter into contracts in its own name, acquire ownership and is taxable. With the establishment of a corporation, a minimum statutory capital (capital funds or original capital) must be brought in. The liability of a corporation is limited to the company's assets. Corporations are subject to HGB accounting requirements. There are different types of corporations: The **Limited Liability Company**, in Germany short GmbH (Gesellschaft mit begrenzter Haftung), the most popular form in Germany for a corporation because their internal organization is flexible, but at the same time it is subject to only few requirements. To form a GmbH, a share capital of 25,000 Euros, of which at least half is to be paid immediately, is required. This can also be implemented as contributions, such as real estate, patents or machinery.

A limited liability company is managed and represented externally by one or more managers. These need not be shareholders of the GmbH nor are they required to reside in Germany. The GmbH is established by a contract between the partners (partnership agreement). Usually, the protocol of the establishment of the GmbH and the therein included partnership agreement must be notarized by a German notary. The GmbH becomes as such upon registration in the commercial register. The business may already be started before that – however, the limitation of liability of the partners only becomes effective upon registration with the commercial register. Prior to commencement of operations, the GmbH has to register its business activities at the appropriate local trade office.

A special form of the GmbH is the so-called **entrepreneurial company** (limited), which is also called "**Mini-GmbH**" or abbreviated UG. It is an entry-level model into the legal form of a GmbH and offers mainly facilitated establishment requirements. In particular, the share capital of the mini GmbH is below the minimum required capital of 25,000 Euros for a normal GmbH

and can be developed progressively. The mini GmbH can be established with a share capital of one Euro. The partnership agreement must also be notarized in this case, however.

The **stock corporation** (Aktiengesellschaft, short **AG**) is the typical legal form for large companies with high capital requirements. To form an AG, basic conditions must be met: The founders must come up with a share capital of at least 50,000 Euros and enact statutes (association agreement) that must be notarized. The share capital is divided into shares that are normally freely transferable and tradable on the stock exchange market. The AG has the option to raise capital publicly, but as a legal form it requires additional collateral and has formal requirements: The AG under German law has three governing bodies: Executive Board, Supervisory Board and Shareholders' Meeting. The management of the AG is up to the Executive Board, which autonomously operates the business and represents the AG externally. The Supervisory Board, which is appointed in the Shareholders' Meeting by all members and consists of at least three members, appoints the Executive Board and acts as the controlling body. However, it may not give any instructions to the Executive Board. In the initial phase, all shareholders must submit a written report on the details of the foundation, called the foundation report. This report will be reviewed by the Executive Board and the Supervisory Board. An AG can be founded by a single person, but must substantiate the necessary formal structure (directors, supervisors, general assembly).

An **association limited by shares** (Kommanditgesellschaft auf Aktien), short **KGaA**, is a hybrid of a partnership and stock corporation. At least one partner is personally liable, but at the same time, access to the capital markets is ensured through the distribution of freely tradable shares. Inception requires at least one liable general partner. The others hold shares of the capital without being personally liable for the debts of the company (limited liability shareholders). The share capital of a KGaA amounts to at least 50,000 Euros,

just like an AG. Here, again, the association agreement (statutes) must be notarized. The KGaA does not have an Executive Board, but is represented by the general partner, holding a stronger position than the Executive Board of an AG. Certain decisions of the Shareholders' Meeting require the approval of the General Partner. Just like the AG, the KGaA also has a Supervisory Board, which is elected by the general meeting of the general partners. The limited liability shareholders have the same rights as the shareholders of an AG.



Customized legal structures for each investment made in Bavaria



Partnerships: Flexible and Cooperative

Partnerships are characterized by the active participation of the shareholders. In general, the partners are liable with their private assets for the company's debts. The financial contribution – unlike in the case of corporations – is not a priority. At least two partners are required to establish a partnership. It may only be managed by the shareholders and business management may not be delegated. Accounting and publication requirements for partnerships are less extensive than those of corporations. The various forms of partnerships differ mainly in terms of the shareholders' liabilities and the required registration obligations. The four most important partnerships are the Partnership of Civil Law (GbR), the General Partnership (oHG), the Limited Partnership (KG) and the GmbH & Co. KG.

A **Civil Partnership (GbR)** is an association of at least two persons promoting a common purpose. The establishment of a Civil Partnership is relatively easy. Therefore, a Civil Partnership is suitable for entrepreneurs who want to implement a business idea with partners. A written partnership agreement is recommended, but not mandatory. For the company's obligations, both the company with its assets and each partner with their private funds are liable. However, the low level of statutory regulation can also have disadvantages. Particular attention should therefore be paid to the arrangements in the partnership agreement where applicable.

A Civil Partnership whose business operations require a commercially organized business undertaking is presumed to be a **general partnership (oHG)**. The oHG must then be registered with the commercial register. Whether such commercial operations prevail, is assessed individually. Usually, an annual turnover of more than 250,000 Euros and a profit exceeding 25,000 Euros are indicators for a commercial business. The partners are jointly liable for the obligations of the oHG. Minimum capital is not required for its establishment. Each shareholder holds his equity interest in the oHG. Basically, each shareholder is entitled to conduct business.

In the case of a **Limited Partnership (KG)** at least one partner has unlimited liability (general partner), while the other partners can limit their liability to the amount of the capital contribution made (limited partners). An important advantage of the KG compared to the oHG is the greater financial flexibility, because a KG can simply increase its capital base by involving additional limited partners. Therefore, the legal form of a Limited Partnership is particularly suitable for medium-sized companies that seek a strong personal component and additional capital. The KG is not a legal entity, but it can acquire rights and incur liabilities. It has to file trade books and an annual balance sheet as well as profit statements. The KG is founded by the conclusion of a partnership agreement between two or more partners (at least one general partner and one limited partner). Minimum capital is not required. Instead, the limited partners provide a fixed deposit in any amount.

The **GmbH & Co. KG** is a hybrid of KG and GmbH. In this legal form the GmbH acts as general partner with unlimited liability for the debts of the GmbH & Co. KG. This legal form is inter alia suited for mid-sized family businesses that are looking for a way to limit liability, but at the same time do not want to sacrifice the flexibility of a partnership. The GmbH & Co. KG is founded by the conclusion of a partnership agreement between the general partner GmbH and the limited partners. Typically, the shareholders of the general partner GmbH are identical to the limited partners of the limited partnership. The internal organization and management are governed by KG law. The managing directors of the general partner GmbH consequently lead the affairs of the GmbH & Co. KG. The liability of the limited partners is limited to the amount of their capital contribution.



Partnerships: Flexible and cooperative

→ **DID YOU KNOW?**

The pearls of medieval treasures, jewels and crowns are often not from distant countries, but from the Bavarian Forest. This primitive land with its green forests, its pure, clear streams and rivers was one of the most important European centers for the production of pearls from river mussels, supplying many European royal families until late in the Middle Ages.



Branch Offices: A Safe Harbor in Bavaria

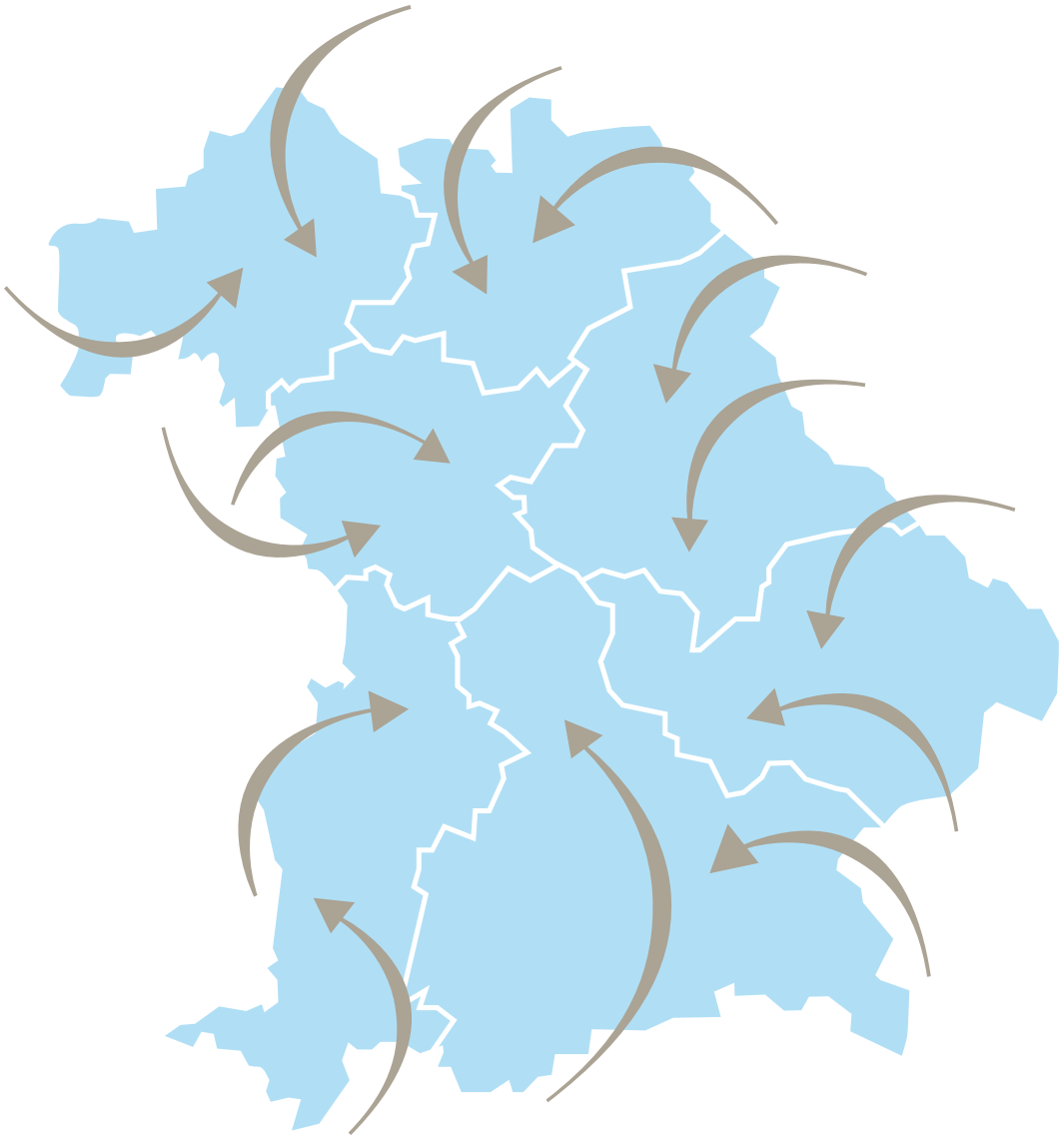
Instead of a separate subsidiary, foreign investors can also establish a **branch office** for their business in Germany. A branch office is physically separated from the parent company and serves as the parent company's additional, long-term engagement in a new market. This alternative is often selected by companies as an entry into the German market and to develop relationships with business partners and customers. Unlike a subsidiary, branch offices are legally and organizationally part of the company's headquarters and are not a separate legal entity. The parent company assumes the liability for the branch office's obligations. Possible limitations of liability are subject to the rules of the law where the parent company is located. In Germany there are two types of branches, which differ primarily by the degree of their independence from the parent company.

Foreign companies can set up a **separate branch office** if they are registered in a commercial register or in a similar directory in their home market. The independent branch, although internally dependent of the parent company, operates independently in its target market. It can perform backup and preparation tasks for the parent company, or take over the entire business in the market. Customer relationships are subject to German law unless otherwise stated in the terms and conditions, for example, and the foreign parent company assumes obligation for all subsequent transactions.

A **dependent branch** is considered a subordinate department of the parent company and carries no autonomy. It is organizationally dependent and may not participate in general business independently from the parent company. It must not be operated as a separate entity and invoices must be addressed on behalf of the parent company. Under German law, the internationally known "representations" are also dependent branches.

An opportunity to gain a foothold in the German market without pre-investments is the representation by an authorized trader who acts as an independent partner with certain contractually delegated rights and does not act as an employee of the parent company. Nevertheless, for tax purposes, in this case a German permanent establishment can be justified. The particular features of German and European trade representation law shall also be noted.

Entrepreneurial spirit and commitment are part of the Bavarian mentality and are always welcome in the free state. Therefore Bavaria offers a wide range of support for establishing businesses and representative offices. Quick access to required information and contacts for the establishment of your business in Bavaria is Invest in Bavaria. We take care of the details and ensure that you have the right experts and contacts available for all steps when establishing your business.



Companies will find a suitable location throughout Bavaria

→ **DID YOU KNOW?**

Originally, the people of a large Germanic tribe were described as Franconians, which emerged from the merger of several smaller tribes. The Franconian Empire formed in its heyday between the 5th and 9th Century AD an early European network from which later many European countries, including France and the German states would emerge.



Bavaria's Labor Market: Qualification that Pays Off

The key resources of Bavaria are qualification and training. The knowledge and skills of local workers are the guarantee for the economic success of the free state in the global marketplace and the primary reason for many international companies to settle in Bavaria. Qualified personnel can be found quickly in this state. Employers can basically create their recruitment process for prospective employees freely. There are few general guidelines that must be followed, such as the prohibition of discrimination. When searching for a suitable workforce, companies are supported by various parties.

The **Federal Employment Agency** is represented everywhere with its job centers, in all cities and towns of the free state. The federal agency offers all interested parties free professional staffing services. In addition, many private providers offer specialized services from recruiting certain occupations up to executive placement. Contacts for recruiting are available from Invest in Bavaria.

Here you can also obtain information about public programs, with which federal and state governments support the development of qualified staff, further development and training programs for new employees. When recruiting new employees, companies may receive direct government wage subsidies under certain conditions. As a rule, in Germany, work relationships are closed in writing by contract. To make it as simple as possible for companies to hire employees, the free state and federal authorities have created a range of flexible recruitment alternatives that are especially suited for developing a new business. **Time working arrangements** offer companies the opportunity to employ people without having to sign their own contracts with the employees. Instead, the requesting company is provided with staff from a temporary work agency under freely negotiable terms. Companies only pay an agreed amount for transfer of staff to the temporary work agency, which addresses the actual employment relationship with the employees.

'Mini jobs' allow companies to employ staff earning a maximum wage of 450 Euros per month. Around 35 per cent of the gross salary for a mini job is deducted for social security and flat-rate tax. Since 2013, this has also included a mandatory pension contribution. **'Midi jobs'** (also known as low-wage jobs) are employment relationships with a monthly wage of between 450.01 and 850 Euros. For midi jobs, both the employee and the employer pay a reduced social security contribution.

An employment relationship can be terminated by both the employer and the employee. However, the termination must comply with certain legal conditions and terms of notice. An open-ended employment contract must be terminated in writing. Employers also need to account for a valid reason for termination, such as the failure to provide the agreed performance. In addition, the employee must usually have previously received a warning.

To represent the interests of the employees and to moderate communication with the company's management, a **works council** is responsible, which may be formed in each company with five or more employees. The rights of the works council ranges from information and consultation rights to participation rights in legally defined organizational and social affairs. However, the council cannot take any effect on the economic aspects of business management. The council is elected by the company's employees for four years. **This form of co-determination is a German success model**, because it contributes to the fact that in a worldwide comparison, companies have to deal with far less loss of production due to labor disputes and strikes, and in Bavarian companies, there is a very stable business climate.



Worth Comparing: Taxes and Social Security Contributions in Bavaria

Bavaria offers a competitive system of business taxation. Across Germany, the average total tax burden (29.8 percent) lies below that of other major industrialized countries, such as France, Spain, Italy or the United Kingdom. In many regions of Bavaria, the tax burden for businesses is even lower, because their municipalities provide companies with more favorable terms of trade tax.

Companies in Germany are taxed in two different ways, depending on their legal form: Corporations or limited liability corporations are subject to **corporate tax** of 15 percent. Any distributions of profits to shareholders are taxable in the amount of 60 percent and subject to a final withholding tax (income tax) of 25 percent, so that as a result, a further tax rate of 15 percent incurs. Partnerships, such as a GbR, oHG or KG, however, are not subject to corporation tax. Here, the profit shares of the company are allocated to the individual partners and are taxable with their respective personal, progressive rate for income tax (currently a maximum of 45 percent).

Additionally, both corporations and partnerships pay **trade tax**. The trade tax is a municipal tax, where the tax rates are determined individually by the community in which the company is located, so that the trade tax rates vary from municipality to municipality. As a rule, one can expect about 15 percent.

Unlike other industrialized nations, Germany's social security system is financed by means of cost splitting. It is obligatory for all employees to make social security contributions. The running social security costs (pensions, medical care, nursing rates and unemployment benefits) are financed by employer and employee, in principle, one half each. Only the accident insurance contributions are paid by the employer alone. The social security contributions are collected directly by the social insurance carrier.

Besides nominal tax rates, the location decision should take into account wage costs as well as fees, e.g. for disposal, and they should be considered in the entrepreneurial calculation. In addition, the German tax system offers many options for reducing the basis of taxation, both for business and individual income tax, by deducting operating expenditure and advertising costs.

In an overall comparison of all the actual costs, Bavaria often proves to be the financially more favorable alternative that can compete with the comparison sites in Central Europe.

→ DID YOU KNOW?

The first republic of the German states was proclaimed in Bavaria. In early November 1918, shortly before the "Weimar Republic" replaced the German Empire, the "Free State of Bavaria" was proclaimed in Munich. A "free state" is what the founders considered a form of government of a liberal state without monarchical governments. The term has become part of the Bavarian identity.



Worth comparing



Bavaria's Network Policy: Going the Extra Mile for Investors

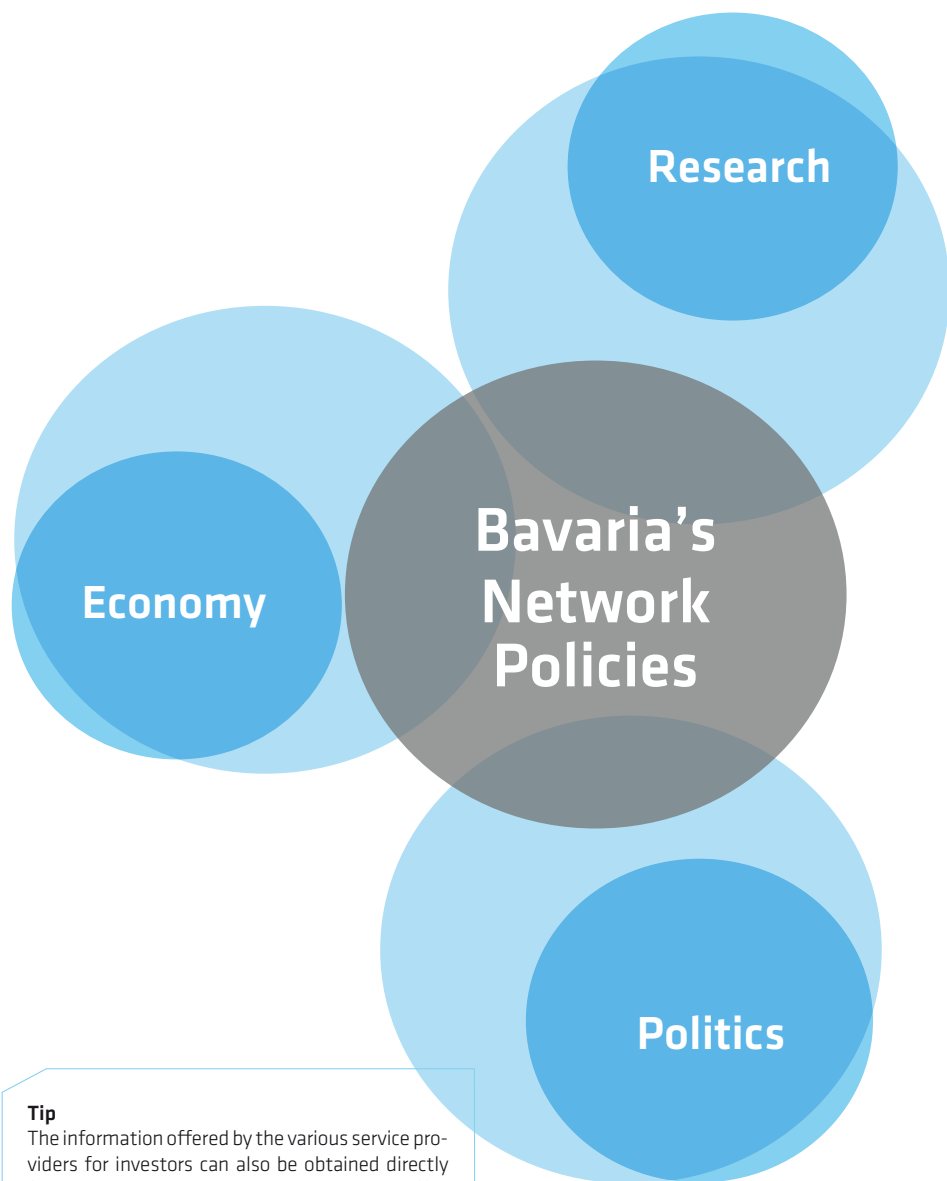
Top location must convince in a world-wide comparison in order to win over investors. Some characteristics of Bavaria are unique because they cannot be offered in this form by any other location. The long-term direction of the Bavarian economic policy is definitely one of these very special location characteristics. The consequent network thought that the Bavarian investment policy follows not only set individual impulses, but creates a fertile environment for long term investment. **Bavaria's investment policy develops synergies between hightech companies, as well as between business, government and research.** This particular form of site promotion is based on three pillars: The politics of the hightech cluster providing investors with a pool of partners and structures, on intensive world class research at the Bavarian universities and research institutions as well as on high-quality service and a reliable long-term partnership with politics and government facilities.

This partnership is continually updated by a number of government initiatives. With the initiative **"BayernFIT Forschung, Innovation, Technology"** (research, innovation, technology), for example, the Bavarian government acts as an initiator for cooperation and support programs for the high technology sector. The aim of the initiative is to promote the Bavarian future technology industries through anticipatory research investment and concerted cooperation of all knowledge and performance support carriers. This pact was signed between the Bavarian State Government and the Bavarian industry to secure a lasting and outstanding position for Bavaria among the top European locations for research and development and to create wealth, jobs and opportunities for the future. Here, however, investment support should not only be provided by the government, but also from the economy. The Bavarian industry is committed under BayernFIT to increase their spending on research and development by the year 2020 by about 10.16 billion Euros amounting to a total of 16.5 billion Euros. Enhanced cooperation between universities and the industry is a key element of this government initiative. In a unique nationwide alliance of science and industry regarding patent licensing, the Bavarian universities developed a common strategy in

cooperation with various business associations that makes the invention potential at Bavarian universities even more useful for local companies. Bavaria's investment policy is accompanied by selected service offerings for investors that companies can use in order to benefit from Bavaria's investment policy.

The online database **"Key Technologies in Bavaria"** provides free and comprehensive information on research institutions, technology transfer and network management as well as specialized agencies and associations to prospective Bavarian companies with currently over 27,000 up-to-date entries. "Key Technologies in Bavaria" creates an easy and free digital bridge between Bavaria and the world market with its selected range of potential sites and partners, giving investors the opportunity to obtain a reliable first impression about their own prospects in Bavaria.

With the **"Standort Informationssystem Bayern"** (SISBY, Bavarian site information system) interested parties can research Bavarian locations online by means of major investment criteria and evaluate them in detail with interactive maps. SISBY contains city maps showing the exact location of commercial areas, regional economic and population growth figures, trade tax rates, research institutions, and more. The online search system can be configured according to your search criteria and it can be used free of charge.

**Tip**

The information offered by the various service providers for investors can also be obtained directly from the experts at Invest in Bavaria. Our staff is your personal gateway to all major location data and many useful contacts with experts, associations and authorities. Hotline: +49 89 24210-7500 www.invest-in-bavaria.com



10 Steps for Establishing a Branch Office or a Business

Establishing either a branch office or a company requires a solid business plan and comprehensive information about the location of choice and the necessary processes on site. In Bavaria, the first step toward settlement is simple:

First: Contact Invest in Bavaria. We are here to serve investors by obtaining the information that is relevant to their planning, supporting them in making investments easily and purposefully. A quick call and Invest in Bavaria and our experts will assist you with the important steps for establishing your branch office or company – from the administrative basics to the right location to building your personal business network. For an initial face-to-face meeting, call our investor hotline: +49 89 24210-7500

Second: Set up a business plan. A business plan is a short profile of your proposed business project. This profile helps us to organize the best support for you. In Bavaria it is the key to many benefits, such as professional contacts or funding. The business plan simplifies administrative processes and for individual states it is even a prerequisite for visa issuance.

Third: Decide on the appropriate legal structure.

Depending on the business objectives you can select different legal structures for your branch office or company. For detailed information on the characteristics of the particular legal form and suitability for your business goals please refer to the Chapter on the legal framework: A Government Committed to Investment (page 95).

Fourth: Open a bank account. Branch offices and companies need to have a separate bank account in Germany. An account can be opened without great difficulties according to international practice.

Fifth: Collect documents required for starting a business.

Depending on the legal form, various documents and certifications must be submitted. To establish a partnership, for instance, only the passports of the shareholders are necessary and eventually evidence of the required capital must be provided. The establishment of a corporation takes place in front of a notary in Germany. Please do not hesitate to ask our employees to send you detailed checklists for the legal form of your choice and a list of appropriate consulting lawyers.

Sixth: Choose the right experts and partners. When a branch office or a company is founded in Germany, several experts should be involved. Legal advice, contract preparation and naming are performed by a specialized lawyer. If necessary, the address of the attorney can be filed as provisional headquarters. An accountant advises in regard to tax and commercial law aspects and prepares the opening balance sheet. The notarized certificate of incorporation for your business is registered by a notary, who also applies for the registration of a company. Invest in Bavaria provides an extensive database that lists many relevant experts. We will gladly arrange contacts with suitable lawyers, accountants, solicitors and other professionals for your investment plan.

Seventh: Register with the commercial register. In Germany, basic company information is registered in the German commercial register. It publicly documents, for example, the name and location of the company, authorized representatives, the legal form, and basic and share capital. The commercial register is a well established tool for creating entrepreneurial legal certainty and transparency.

Eighth: Find appropriate business space. Invest in Bavaria provides for finding commercial space with the "Standort Informationssystem Bayern" (SISBY, Bavarian site information system), one of Europe's most innovative instruments for site research. With SISBY you can obtain an overview of available commercial spaces and objects based on your search criteria at the click of a mouse and make an informed initial decision for the location of your investment. Invest in Bavaria will gladly assist you in finding a suitable location.

Ninth: Apply for a residence permit. For non-EU citizens, in many cases a visa is required for a longer stay. The necessary documents (application and company profile) are provided by the German embassy or consulate in your home country.

Tenth: Commencement of operations. In some cases you can begin to operate your business during its establishment and therefore provide the basis to successfully launch your business in Bavaria. You can rely on the support provided by Invest in Bavaria for all practical matters of an inception. Give us a call and we will organize the right contacts or provide tips for your settlement in the growth market Bavaria.



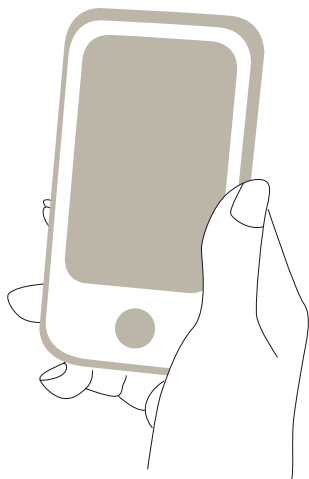
10 Steps for Establishing a Branch Office or a Business

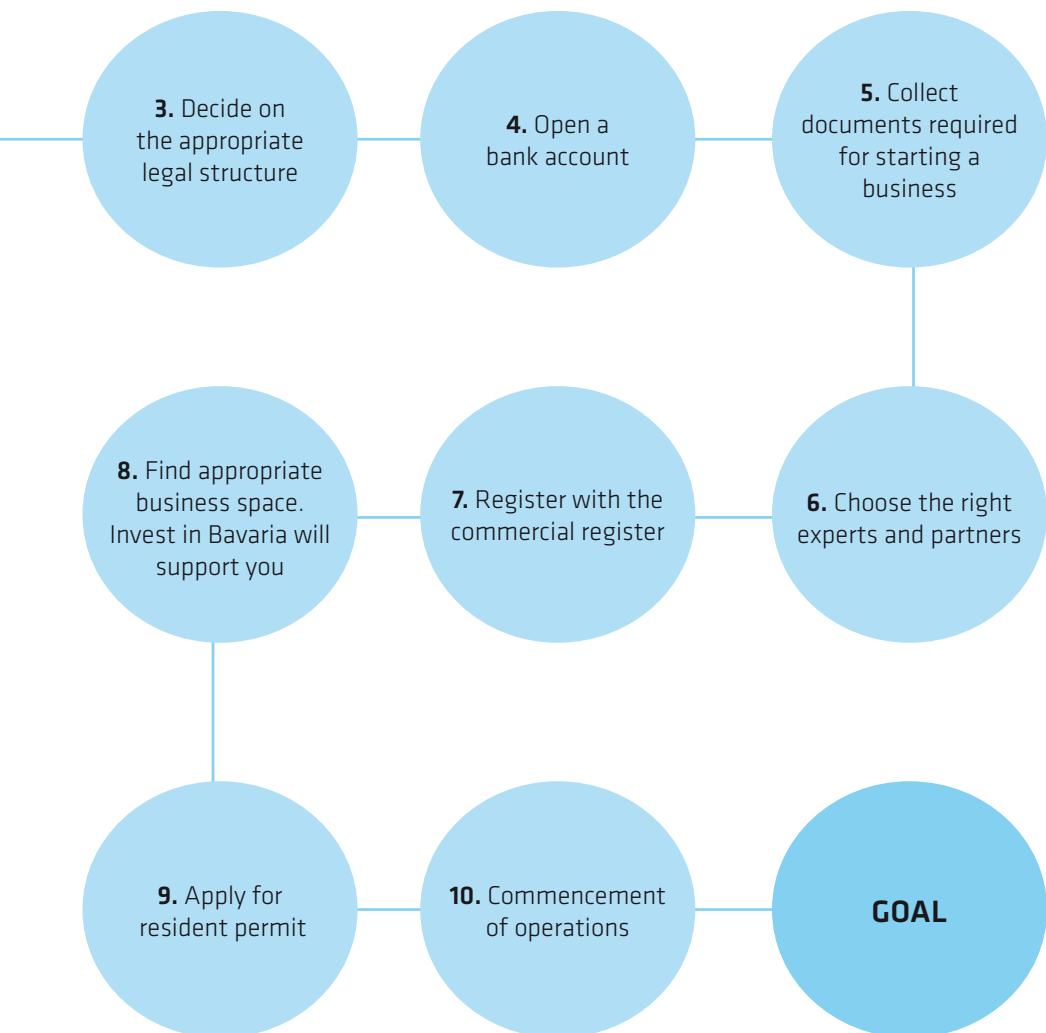
START

1. Contact Invest in Bavaria

2. Set up a business plan

Hello, this is Invest in Bavaria. How may we help you?







Links Reliable Frame Conditions

www.gtai.de

Germany Trade & Invest is the association of the Federal Republic of Germany for foreign trade and investment promotion. The website provides comprehensive and reliable information on business and technology in Germany and the national conditions of a settlement.

www.vbw-bayern.de

The Association of the Bavarian Industries represents the interests of companies in Bavaria and is a competent partner in matters of corporate development, as well as the relevant framework.

www.awz-bayern.de

The Foreign Trade Center Bavaria deals with technical matters of international business from legal features on customs processes to regional characteristics of other locations. Visitors will find event information on the website, especially for expert forums.

www.auwi-bayern.de

The Bavarian CCIs have launched a practical foreign trade portal, where legal issues are addressed, while many practical tips from internationally experienced entrepreneurs and consultant are incorporated.

www.bh-international.de

Bayern Handwerk International introduces on its website concise information on legal and practical steps on the way to other markets and also offers small companies support for an easy access to export and international cooperation.



Middle Franconia: Highlights

The coat of arms of Middle Franconia refers to the previous imperial areas in this area: The shield is reminiscent of the locale of the Viscounts of Nuremberg, from which later the Margraves of Ansbach-Bayreuth emerged. The half eagle symbolizes the former free imperial cities of Nuremberg, Rothenburg, Dinkelsbuehl, Weissenburg and Windsheim, while the "Franconian rake" represents Franconia in general.



Middle Franconia



Middle Franconia

The Nuremberg Christmas Market

Christmas customs and symbols are a furtive export of German cities and regions. The traditional Christmas tree and Christmas tree decorations have their origins here and are now part the world's Christmas heritage. The German Christmas carol "Silent Night, Holy Night" was translated into nearly 300 languages and dialects and is therefore the most popular Christmas carol in the world.

The epitome of the traditional German Christmas celebrations is the Nuremberg Christmas market, one of the oldest Christmas markets in Europe. It was first mentioned in the chronicles of the city in the 17th Century.

Every year during Advent, the Christmas Market transforms Nuremberg's main market into a Christmas Town. About 180 wooden stalls, decorated with red and white cloth, the colors of Franconia, present the visitors a traditional range of Nuremberg Christmas specialties: Gingerbread, fruit bread, pastry and confectionery, typical handicrafts like tinsel angels, Nativity scenes, Christmas decorations, candles, toys and culinary delights such as mulled wine and grilled Nuremberg sausages (Rostbratwurst). A symbol of the celebrations is the character of the Nuremberg Christmas Angel in a white and gold gown, long blond curls and a golden crown. The Christmas Angel is appointed



every two years by a jury consisting of young girls of the city and during the Advent season she is the city's representative. The solemn prologue of the Christmas Angel marks the beginning of the Christmas celebrations, a variety of different cultural events, from musical performances, parades and children's story hours at the "Sternenhaus" to trips on historic post-carriages through the medieval streets of the city. The unique atmosphere of this authentic historical Christmas event attracts far more than two million international guests annually. Since 1998, Nuremberg's global partner cities Antalya (Turkey), Atlanta (USA), Kharkov (Ukraine), Glasgow (Scotland), Kavala (Greece), Krakow

(Poland), Nice (France), Prague (Czech Republic), San Carlos (Nicaragua), Shenzhen (China), Skopje (Macedonia), Venice (Italy) and the French region of Limosin provide for an international flair with traditional food and crafts on the partner market.



Middle Franconia at a Glance

Middle Franconia in numbers

- Area: 2,797.3 square miles
- Residents: Roundabout 1.7 million
- Regional structure: 5 urban districts (Nuremberg, Fuerth, Erlangen, Ansbach, Schwabach), 7 rural districts

Infrastructure

- International airport in Nuremberg
- Highway connections to the major economic regions of Germany and Europe: Paris, Prague, London, Brussels, Vienna, Budapest, Stockholm, Zurich, Milan, Warsaw, Berlin, Rome
- Rail hub in the Euro City network and high-speed ICE network of the Deutsche Bahn
- Harbor of Nuremberg: Accessibility from 13 countries by ship
- Most modern freight center (FTC) in southern Germany.

Economic key figures

- Annual GDP over 50 billion Euros
- More than 100,000 SME
- Average purchasing power by approximately 10 percent above the national average

Research and innovation

- 4 universities, including the Technical University of Nuremberg
- Energiecampus Nuremberg – Network Energy Region Nuremberg
- 35 percent of all German patent applications in medical diagnostics
- Industry Network Automation Valley with over 100 companies
- Competence initiative New Materials (KINEMA)
- Railway technology, logistics, new materials, medical technology and energy technology clusters
- Fraunhofer Institute for Integrated Circuits IIS
- Fraunhofer Working Group for Supply Chain Services (SCS)
- Fraunhofer Development Center for X-ray Technology (EZRT)
- Fraunhofer Institute for Integrated Systems and Device Technology (IISB)
- Fraunhofer Center for Automotive Power Electronics and Mechatronics ZKLM
- Fraunhofer Institute for Building Physics (IBP)
- Dept. of Bayerisches Zentrum fuer angewandte Energieforschung e.V., Bavarian Laser Centre
- European Application Center for Polymer Optical Fibers
- Max-Planck-Institute for the Science of Light
- Helmholtz Institute Erlangen/Nuremberg
- European Center for Power Electronics ECPE

Attractions in Middle Franconia

- Romantic Franconia: composite of major historical monuments and natural sites
- Nuremberg Christmas market, the most important Christmas market in the world
- Germanic National Museum, Nuremberg
- Nuremberg Old Town Festival
- International Open Air Rock-Im-Park, Nuremberg
- Rothenberg ob der Tauber, one of the most important medieval towns featuring half-timbered houses
- Roman settlement, Weissenburg
- Cloister games, Feuchtswangen
- Amusement park Playmobil Funpark, Zirndorf
- Bergkirchweih in Erlangen (church fair)

Unique features of Middle Franconia

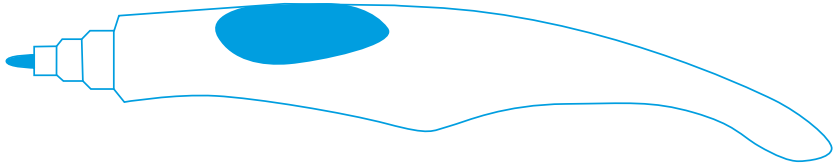
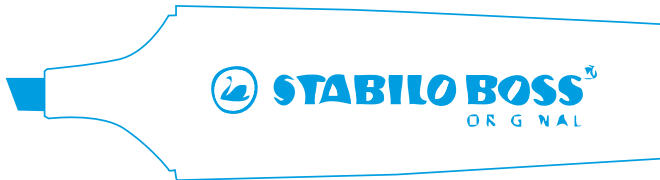
- Top 4 hightech-region in Germany
- Top 10 of the German business locations
- Germany's highest density of engineers
- Top 2 in the Germany-wide ranking of company satisfaction with the location
- International trade fair location Nuremberg with more than 100 events per year, including international trade fairs such as the International Toy Fair, the BioFach (world's largest fair for organic produce), and Powtech, Europe's most important trade fair for analysis and process technology, and much more

Living in Middle Franconia

- Top 2 in the German city ranking for quality of life (2007)
- Throughout Bavaria the highest proportion of overnight stays by foreign visitors
- Unique natural landscapes, Franconian lake lands, Franconian Alps, Altmuehlal
- Culinary specialties, among other the famous Nuremberg Rostbratwurst

Top industries

- Information and Communication Technology
- Medical Technology
- Sports and Consumer Goods (i.a. PUMA /adidas)
- Logistics and Transport Technology
- Energy Technology
- Automation, Control Technology and Engineering, Optics
- New Media
- Manufacturing Systems Engineering
- Innovative Services (Engineering and Business Management Consulting, Market Research ...)



Global Champion from Middle Franconia

The Schwan-STABILO Group

Schwan-STABILO is an international group of companies, which has dedicated themselves to the world of pens. The company's history is a chronicle of innovative writing instruments, some of which are known worldwide today: In 1875 Schwan STABILO introduced the first color copy writing pen. 1927 brought the first make-up pen for eyebrows to the female world. Equally startling was the introduction of the highlighter "STABILO BOSS" in 1971. This "reading pen" is still the world's best-selling highlighter.

Since 1855, the company expanded from the former Schwanpencil factory into a globally successful corporation. After the conversion into a holding company, it is still owned by the family, meanwhile in the 5th generation. With over 4,400 employees worldwide, an annual turnover is generated well into the triple-digit millions.

Huawei Technologies

“Germany, with its strong economy and the many top IT companies is a very important growth market for Huawei. Especially Bavaria and the Nuremberg region are very important for our research and development. The Nuremberg area stands out in this region as a cluster industry, and thus as one of the leading regions in Europe in the field of IT. Here we find a large number of highly qualified and motivated employees and a very good infrastructure in the field of science because of the many universities and research institutes. Together with our partners, we are expanding our research and development activities here continuously.”

Olaf Reus

Director Public Affairs &

Communications

Huawei Technologies

Huawei is one of the world's leading providers of information technology and telecommunications solutions. Due to the continuous commitment to customer-oriented innovation and strong partnerships, Huawei creates benefits across the entire value chain in areas such as telecommunication networks, devices and cloud computing. Huawei's products and solutions are used in over 140 countries around the world – and are therefore available to more than one third of the world's population.

1987 China

Shenzhen

Nuremberg

2012



Links Middle Franconia

www.regierung.mittelfranken.bayern.de

The government of the district of Middle Franconia operates an extensive thematic portal for the region, where – next to the current regional issues – especially quality of life and economic issues are addressed.

www.bezirk-mittelfranken.de

The district provides information on social, economic and cultural facilities and events in Middle Franconia.

www.metropolregionnuernberg.de

The website of the Marketing Association of the European Metropolitan Region Nuremberg introduces the economy of the region of Nuremberg, Fuerth and Erlangen, with their special focuses and innovative industries.

www.ihk-nuernberg.de

On its website, the Chamber of Commerce provides a structured overview of the economy of the region, special perspectives and opportunities, as well as its comprehensive services and educational opportunities for economic development.

www.nuernberg.de

The variety of information about city life and business in the European booming region is presented in a sleek design and is easy to use. It offers visitors comprehensive yet targeted information about the city and the region.

www.netzwerk-nordbayern.de

The Netzwerk Nordbayern is a business network that supports the creation and growth of innovative technology, information technology and life science companies.

www.frankentourismus.de

The entertaining side of Franconia. The portal offers lots of practical tips for leisure activities and a calendar of events.

A trademark since the middle Ages:
The Schwabacher City Hall





BAVARIA AS A PARTNER

Investment Promotion Programs

Bavaria is a top location for companies willing to settle in Europe. The central goal of the Bavarian economic policy is to offer the best possible conditions for companies operating in Bavaria in accordance with their business objectives.

In the free state, established SME as well as start-ups and large companies found a business-friendly environment that supports their position in the global competition in the long term.

The state places emphasis on continuous optimization of the operating conditions and on a **wide range of supporting programs**. This supports the implementation of assistance programs that are specifically tailored to the particular business situation. Whether it be that a company is newly established, acquired, expanded or modernized.

The Bavarian Investment and Technology support issued in the form of non-repayable grants or interest subsidies pursues three fundamental objectives:

Hightech industries are in the focus of the long-term oriented Bavarian economic policy. Therefore, the promotion of technical development is a fundamental pillar of the free state's political funding commitment. Support for innovative companies will secure the state's knowledge edge in global competition. In particular, environmental technologies are supported as part of the program.

Second, the **consistent promotion of SME** serves a balanced industrial structure, enhances the efficiency and flexibility of the Bavarian economy and strengthens it. Especially small and medium-sized enterprises, the so-called SME, are provided with a wide range of

funding opportunities. Regional development disparities are reduced with the **dedicated support of less developed regions**, forming the third pillar of the investment program.

Companies can receive increased support, depending on company size and region. Central point of contact here is the respective local government. The range of funding opportunities will be checked and adjusted to new challenges. Therefore, the terms of individual programs may vary. The basic focus, however, remains and forms a sound basis for investment purposes. Funding by the free state can also be partially combined. The opportunity to receive several promotions simultaneously must be assessed in each case individually. In general, funding has to be applied for before starting the investment and actions to be taken have to be pre-approved. In addition to the portfolio of Bavarian funding, companies interested in settling in Bavaria also have access to a comprehensive catalog of funding by the State-owned KfW banking group.

Tip

Invest in Bavaria can inform interested companies about funding possibilities and establish contact with the approving agencies.

A special service is provided by the "**House of Research**", in particular for technology funding: An integrated funding consultation and a comprehensive range of services regarding secondary EU consulting and EU application in Bavaria.

Specific Funding: Programs and first Steps

The LfA Foerderbank Bayern is at the heart of the Bavarian SME promotion. For decades now, they offer a wide range of funding and help small and medium-sized enterprises as a competent and reliable financing partner. In its core lending business, the LfA Foerderbank Bayern has pledged more than 1.4 billion Euros for small and medium-sized businesses – alone in 2009. This allowed some 5,500 companies to build their business on a sound foundation.

All LfA-financing is obtained and paid out through the respective relationship bank. The proven “relationship bank principle” ensures a non-competitive cooperation between commercial banks and the LfA in the interest of clients. Therefore, in many cases the path to promotion leads via the respective relationship bank. It will

advise the company, apply for promotional products and thus provides the link between development banks and companies.

In addition to the LfA and the relationship bank, the Chamber of Commerce, the Bavarian Research Foundation, the district governments and the Federal Employment Agency or private carriers are important contacts for specific funding opportunities.

The table on the following pages will provide you with a detailed overview of funding and the necessary steps for application.

Funding for small and medium-sized companies “SME”

According to the European Funding Guidelines, **small businesses** are:

- companies with fewer than 50 employees and either an annual turnover that does not exceed 10 million Euros or an annual balance sheet that does not exceed 10 million Euros

According to the European Funding Guidelines, **medium-sized companies** are:

- companies with fewer than 250 employees and either an annual turn-over that does not exceed 50 million Euros or an annual balance sheet total that does not exceed 43 million Euros



Bavaria as a Partner

At a Glance: Overview of Bavarian Support Programs

Program	Eligible
SME loan program (MKP): Start-up loans, investment loans	SME Liberal professionals
Bavarian regional support (BRF)	SME from industry, trade, commerce, other service industries, tourism service providers
Joint Task "Improvement of Regional Economic Structures" (GRW)	Companies from industry, trade, commerce, other service industries, tourism businesses, in particularly supported areas also large companies
Eco-loan from the Bavarian Environmental Credit Program (UKP)	SME
Guidelines for the Promotion of Innovative Energy Technologies and Energy Efficiency (BayINVENT)	Companies active in business
Bavarian Technology Support Programs (BayTP)	Companies with fewer than 400 staff for development projects, SME for application projects
Bavarian support program Electric Mobility	Commercial companies, as well as liberal professionals with offices or branches in Bavaria, non-university research institutions and state universities in Bavaria
Promotion of technology-based entrepreneurship (BayTOU)	Technology-oriented SMEs in the industrial economy, which have existed for less than six years and employ up to ten staff

Type of funding	Application	Further Information and links
Low-interest loans	Via relationship bank: LfA Foerderbank	www.lfa.de/website/en www.start-up-in-bayern.de
Elevating equity investment, interest grant for a loan given by the LfA	Responsible county government	www.stmwi.bayern.de Support programs
Elevating equity investment, interest grant for a loan given by the LfA	Responsible county government	www.stmwi.bayern.de Support programs
Loan financing If necessary indemnity or guarantee	Via relationship bank: LfA Foerderbank	www.lfa.de www.izu.bayern.de Support guide
Grants	Project executing organization: Juelich	www.ptj.de
Support by means of loans or grants	Project executing organization: ITZB	www.stmwi.bayern.de Funding programs, technology promotion
Grants	Project executing organization: ITZB, Nuremberg	www.stmwi.bayern.de Funding programs, technology promotion
Grants	Project executing organization: ITZB	www.stmwi.bayern.de Funding programs, technology promotion



Bavaria as a Partner

At a Glance: Overview of Bavarian Support Programs

Program	Eligible
Microsystems Bavaria	Commercial companies and research institutions
New materials	Commercial companies and research institutions
R&D program "Information and communication technology" in Bavaria	Commercial companies and research institutions
Medical lead projects (BayMED)	Bavarian companies, liberal professionals in Bavaria and Bavarian State Universities, private research institutions, governmental bodies or members of Bavarian universities
Bavarian aerospace funding	Bavarian companies, liberal professionals in Bavaria, non-university research institutions and state universities in Bavaria
Innovation vouchers for small Company / craft	Small companies with up to 49 staff and a max. annual turnover of 10 million Euros
Funding by the Bavarian Research Foundation	Bavarian companies, liberal professionals in Bavaria, Bavarian universities, non-university research institutions, members or facilities of Bavarian universities
Instructors loan by the LfA Foerderbank Bayern	SME in the business economy Liberal professionals in Bavaria
Integration subsidies	Employers who hire workers in need of support

Type of funding	Application	Further Information and links
Grants	VDI/VDE-IT GmbH	www.mst-bayern.de
Grants	Project executing organization: Juelich PtJ	www.stmw.bayern.de Funding programs, technology promotion
Grants	VDI/VDE-IT GmbH	www.iuk-bayern.de
Grants	Project executing organization: ITZB	www.stmw.bayern.de Funding programs, technology promotion www.itzb.de
Grants	Bavarian Ministry of Economic Affairs, Infrastructure and Technology	Project executing body Raumfahrtfoerderprogramm Bayern IABG mbH Einsteinstr. 20 85521 Ottobrunn Tel.: +49 89 6088 2219
Grants	Bayern Innovativ GmbH	www.innovationsgutschein-bayern.de
Grants	Bayerische Forschungsstiftung	www.forschungsstiftung.de
Covers general working capital requirements, finance investments, esp. in relation to the establishment of training courses	LfA Foerderbank	www.lfa.de
Subsidies to compensate for underachievement	The Employment Agency responsible for the operation seat	www.arbeitsagentur.de



Bavaria as a Partner

At a Glance: Overview of Bavarian Support Programs

Program

Eligible

Guarantees from the LfA Foerderbank Bayern
Guarantees from Buergschaftsbank Bayern GmbH

Small and mid-sized companies in the business economy
Liberal professionals in Bavaria

Investments by Bayerische
Beteiligungsgesellschaft mbH (BayBG)

Medium-sized companies from the trade, industry, commerce and services

Investments by Bayern Kapital GmbH

Young, innovative technology companies (SME) in Bavaria

Type of funding	Application	Further Information and links
Guarantees	LfA Foerderbank resp. Buergschaftsbank Bayern GmbH	www.lfa.de www.bb-bayern.de Start-up assistance, guarantees
Usually silent investments. Basically, minority investments, acquisition of shares, GmbH or KGshares	Bayerische Beteiligungsgesellschaft mbH	www.baybg.de
Open or silent participations (minority stakes), sometimes combined with subsequent loans	Bayern Kapital GmbH	www.bayernkapital.de



Links Bavaria as a Partner

www.lfa.de

The LfA helps companies to realize their projects financially when viable financing with commercial banks alone is not feasible. The specialist bank for regional economic development provides an overview on its portal of support programs, funding conditions and a wealth of additional information for investors.

www.bayernkapital.de

Bayern Kapital GmbH is a subsidiary of LfA. It funds for innovative hightech start-ups and venture capital companies (equity) during the early stages of company development. Details and contact information can be found on the company's website.

www.baybg.de

The Bavarian holding company is dedicated to SME in Bavaria with venture capital. The opportunities of equity participation are presented on the website.

www.bvkap.de

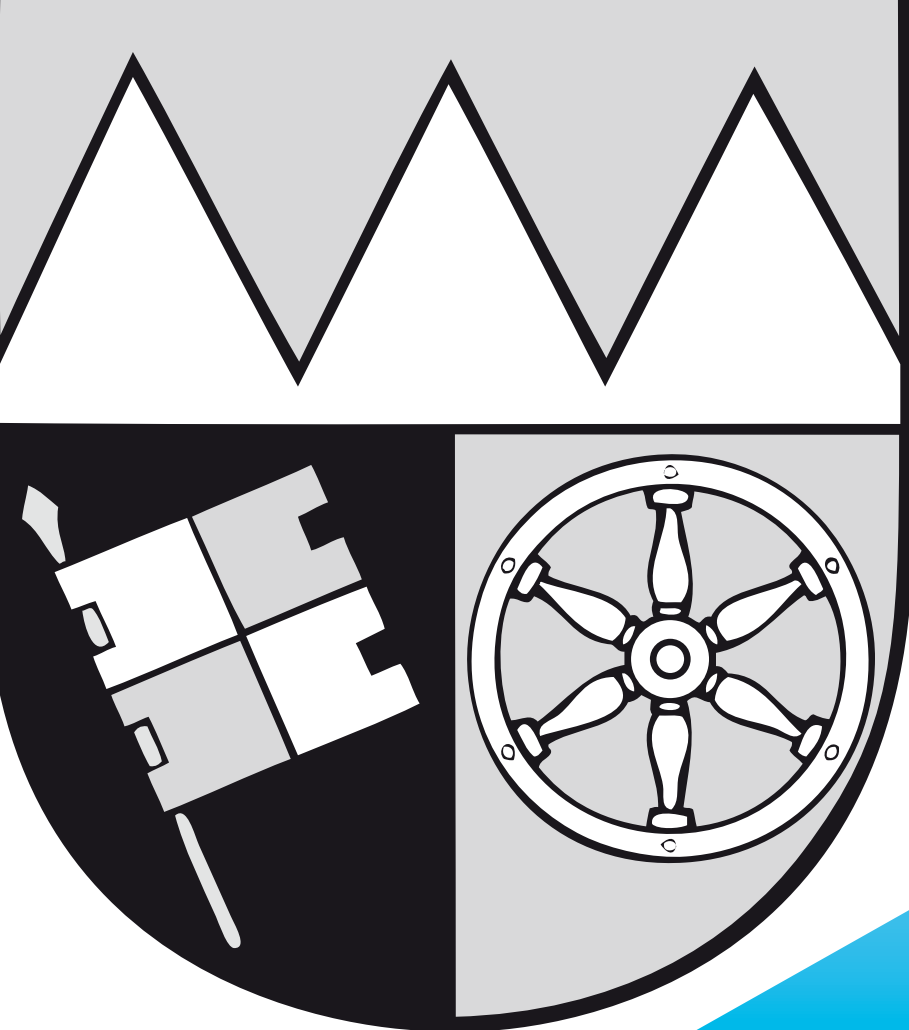
Non-governmental participation structures are introduced on the Website of the Bundesverband der Beteiligungsgesellschaften e.V. (Federation Association of Affiliates). Also, the main protagonists and forms of participation in Germany can be found on the association's homepage.

www.bayerischer-bankenverband.de

The financial center Bavaria and major banks are in the focus of the online presence of the Bavarian Banking Association, which also presents financial models of banks and financial companies.

www.abz-bayern.de

The Auftragsberatungszentrum Bayern eV (ABZ) advises companies and public clients regarding German and European public procurement in the supply and service sector.



Lower Franconia: Highlights

The coat of arms of the district of Lower Franconia reflects the important earlier sovereignties. The famous Franconian rake comes from the coat of arms of the cathedral chapter and the bishopric of Wuerzburg and is now also a symbol for the whole of Franconia. The standard represents the Duchy of East Franconia and is included in the coat of arms of the city of Wurzburg. The wheel represents the Electorate and the Archbishopric of Mainz.



Lower Franconia



Lower Franconia

The Pompejanum: A Roman-Bavarian Cultural Treasure

During the course of history, many peoples settled in the beautiful river scenery of the Lower Main in the Aschaffenburg area. The Romans knew about the advantages of the mild climate and planted wine on the slopes of the Main valley. Early findings of Roman art and culture inspired the Bavarian King Ludwig I (1786 – 1868), a fervent admirer of antiquity, to build a unique historical monument, the Pompejanum, on the slopes of the Main valley in Aschaffenburg.

The Pompejanum is an exact replica of a Roman mansion, as it might have been built in ancient times in the Lower Main area. The original model was inspired by a city mansion in Pompeii, the Casa dei Dioscuri. Today

the Aschaffenburg Pompejanum is considered one of the most interesting Roman style buildings on German soil. The court architect Friedrich von Gaertner (1791 – 1847) adhered strictly to the ancient documents and testimonies, because the Pompejanum should not serve as a royal mansion, but as a showcase for art and culture lovers and give a lively impression of the ancient culture. The interior gives detailed insight into the culture and daily life in a Roman mansion. The magnificent interior paintings and the mosaic floors were designed based on ancient models.



A traditional reception area and guest rooms, the kitchen and the dining room are arranged on the ground floor, built around two courtyards: The Altrium with its pond and the landscaped Viridarium in the back of the house. Upstairs are the private rooms, from the ancient children's rooms to the apartments of the manor's lords. Since 1994, the Pompejanum also houses Roman art works from the collections of the National Antiquities and the Munich Glyptothek (Greek sculpture collection). Besides Roman marble sculptures, small bronzes and glasses, two rare gods thrones made of marble are the most valuable exhibits.

Upstairs, Roman commodities give insight into the daily life and habits of a Roman family. Below the Pompejanum are the most traditional vineyards in Aschaffenburg, where the rare Pompeian wine is grown, which is characterized by aromas of nuts and a very fine finish. Due to the small acreage of vineyard yields are limited and reserved for only a few wine lovers. The Pompeian is not sold commercially. It is served only to selected guests during special receptions hosted by the city council.



Lower Franconia at a Glance

Lower Franconia in numbers

- Area: 3.293,83 square miles
- Population: About 1.4 million
- Regional structure: 3 urban districts (Aschaffenburg, Schweinfurt, Würzburg), 9 rural districts

Infrastructure

- International airports Frankfurt / Rhine-Main, Nuremberg and Stuttgart reachable within a short time
- Interface of important European east-west (A 3) and north-south (A 7) highways, A 45 (towards Ruhr area), A 70 (towards Upper Franconia), A 71 (towards Thuringia) and A 81 (towards Stuttgart)
- Excellent rail connections with ICE nodes Würzburg and ICE stop Aschaffenburg
- Connection to ports Aschaffenburg, Würzburg and Schweinfurt to the international waterways Rhine and Danube

Economic key figures

- About 60,000 local companies
- Service ratio above 60 percent
- Gross domestic product of about 42 billion Euros

Research and innovation

- The University of Würzburg alone brought forth 13 Nobel Prize laureates
- Cluster Nanotechnology, Nano Initiative Bavaria
- Fraunhofer-Institute for Silicate Research
- Fraunhofer project groups "Regenerative Technologies for Oncology", "Centre for Material Cycles and Material Substitution (IWKS)", "Center for Applied Electrochemistry", "Nano-ray systems for materials characterization", "Smart Materials – Development and Applications (ZesMa)"
- Bavarian Center for Applied Energy Research (ZAE Bayern)
- Sueddeutsches Kunststoffzentrum e.V. (South German Plastics Center)
- Zentrum fuer Telematik e.V., (Centre for Telematics)
- Forschungszentrum Magnet-Resonanz-Bayern e.V. (Research Center for Magnetic Resonance in Bavaria)
- Technology Transfer Center (TTZ) for Electric Mobility, University of Würzburg-Schweinfurt, Bad Neustadt
- Logistics Laboratory of University of Aschaffenburg, cooperation with the Logistics Cluster Rhine-Main
- Rudolf Virchow Center, DFG research Center for Experimental Biomedicine at the University of Würzburg
- Biocenter at the University of Würzburg

Living in Lower Franconia

- Diverse spa and wellness facilities
- One of Germany's most important wine regions
- Bad Kissingen, famous German spa town

Unique features of Lower Franconia

- The region of Main-Franconia as the economic center between the conurbations Frankfurt-Rhein-Main, Stuttgart and Nuremberg
- Health Region Main-Franconia: Top position in Bio-/ Medical Technology and in health economics, the global leader in Medical Technology as well as significant health spa and clinic service in the spa region Bavarian Rhone
- Top 10 of the European hightech regions (Eurostat)
- Most important German location for measurement instruments
- Top 4 location the ranking of the German Automotive / Engineering
- National Firing Proof House in Melrichstadt with the divisions safety check of all commercially available weapons and fireworks, testing of safety equipment (bullet proof glass, vests, materials) for companies

Attractions in Lower Franconia

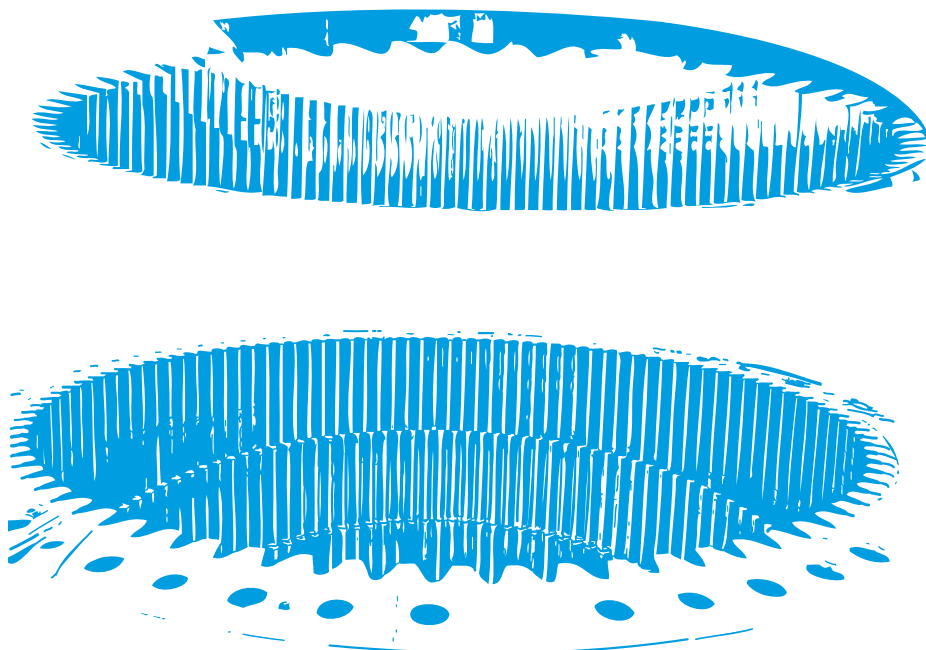
- UNESCO-World Heritage Site Wurzburg Residence, one of the most beautiful baroque palaces
- Johannisburg Castle, one of Germany's most important Renaissance castles
- Veitshoechheim Palace with courtyard: One of the most important German Rococo parks
- Pompejanum, Aschaffenburg
- Moated Castle Mespelbrunn
- Beginning of the Romantic Road in Wurzburg
- Many historical towns, e. g. Amorbach, Karlstadt, Konigsberg, Miltenberg, Ostheim
- Rhone Nature Park, formerly the volcanic mountains
- Kissinger Summer and Kissinger Winter Magic
- Mozart Festival, Wurzburg

Top industries

- Mechatronics and Automation
- Materials and Nanotechnology
- Medical Technology
- Logistics



Lower Franconia



Gearbox assembly at Bosch Rexroth in Nuremberg

Global Champion from Lower Franconia

Bosch Rexroth AG: The Drive & Control Company

Bosch Rexroth is the world's leading specialist in drives and controls all over the world ensuring precise, safe and efficient movement of machinery and equipment. Whether it is the production of cars or chocolate bars, modern steel mills, historic theater technology or huge wind turbines technology from Bosch Rexroth controls and accurately provides the necessary strength and dynamics. With approximately 38,400 employees in 80 countries around the world and with headquarters located in Lohr, Lower Franconia, the enterprise

places special emphasis on the development of energy efficient solutions. With their help, factories use less energy and mobile machinery factories emit far fewer emissions. Bosch Rexroth integrates global application experience from 44 industries into the business units, Mobile Applications, Industrial Applications and Renewable Energies. The company has been growing above average for years now, and achieved sales of Euros 6.4 billion in 2011.

CIBA VISION

“The Bavarian Lower Main region is one of the most attractive industrial locations in Europe. There are certainly only a few places around the world, from where one can reach so much expertise in less than two to three hours of driving. Within a radius of 120 kilometers, there are 22 colleges and universities. In recent decades, our company has invested several hundred million Euros in the CIBA VISION location in Grosswallstadt. New technologies and research and development are strengthened here consistently. The excellent transport links are an important success factor for CIBA VISION’s innovative and efficient logistics center. From here, every day up to 40,000 orders are delivered to customers across Europe.”

*Dietrich Fechner
Chairman of the Board
at CIBA VISION GmbH*

CIBA VISION GmbH in Grosswallstadt produces one-day contact lenses for the brand DAILIES®. More than 1,000 employees work in the areas of production, research and development and logistics. CIBA VISION® and Alcon® bundle their skills since April 2012 and were introduced to market as the new business unit Alcon Vision Care of the Novartis Group. The company operates in 75 countries and sells products in 180 markets.

1982

USA

Grosswallstadt

1989



Links Lower Franconia

www.regierung.unterfranken.bayern.de

With their web presence, the Lower Franconian government provides an overview quickly and proper links for further reading.

www.mainfranken.org

With both their homepage and numerous events, the Region Mainfranken GmbH intends to improve the positioning of the Mainfranken business area among the regions that focus on an increasing competitive acquisition of companies, manpower and young families.

www.bayern-innovativ.de/baikum

BAIKUM is an open-source platform for innovative companies and institutes dealing with environmental engineering to strengthen their innovation and competition skills at home and abroad.

www.wuerzburg.ihk.de **www.aschaffenburg.ihk.de**

On these pages, visitors will find valuable information regarding local policies and business development including locational matters, political contacts, possible economic sponsorships as well as key contacts within a community or at an institution.

www.bezirk-unterfranken.de

The district of Lower Franconia gives an insight into what it does and provides information on schools, conference options and social assistance in the region.

www.mein-unterfranken-urlaub.com **www.bayern-im-web.de/unterfranken**

On these websites, the tourist region of Lower Franconia shows off the best it has to offer. Visitors will find interesting and useful information on hobbies, leisure activities, holidays and relaxation and get to know the region's special features – such as the Franconian lakes as a paradise for windsurfers.

www.bayerischer-untermain.de

The Internet portal of the Initiative Bayerischer Untermain provides useful information about the western part of the Lower Franconia municipal district – from business opportunities to the latest events.



BAVARIA

Where Cosmopolitanism meets Local Ties



Bavarian beer gardens (Biergarten) are not only comfortable, but also a place to meet people and socialize

Over the course of its millennial history, the Free State of Bavaria has always been oriented internationally and associated with the most important centers in Europe and the world regarding culture and economy. Long before global markets emerged, Bavaria had developed a culture of respect and cosmopolitanism that paved the spiritual way for the state's significant value in the world today. Despite that, they are closely attached to home and the people of Bavaria are open for other cultures and on international markets.

Today, the majority of the Bavarian economy is globally oriented. **In this regard, the success story of exports from Bavaria is merely one facet of a distinct international orientation on all levels of society.** The Bavarian

trade volume traditionally focuses on central European markets which can be quickly reached from any of the free state's regions. Austria, Italy and the Czech Republic are Bavaria's top foreign trade partners that are followed by other EU countries, such as Great Britain, France or the Netherlands.

The respective commercial relationships are both fostered and boosted by Bavaria's EU representation in Brussels and its committed European policy.

For decades, the United States of America has also been one of Bavaria's major countries of both import and export. Across the Atlantic Ocean, numerous connections exist to mutual committees like the Atlantic-



Where Cosmopolitanism meets Local Ties

Bruecke association or direct economic relationships to U.S. states. In recent years, Bavarian trade relations have intensified, in particular those to the aspiring BRIC countries. Trading with Brazil, Russia, India and China realizes a growth rate close to the exorbitant economic growth of these markets. Therefore, the Bavarian economic policy focuses on these countries. On site, Bavaria's representatives do their utmost to strive toward networking within these markets, to initiate partnerships, to present locational facts at trade shows and to seek dialogs with local associations, institutions and companies. Successfully: In 2012, China became free state's most important commercial partner for the very first time. Trading with additional countries in South America, Arabia and African growth centers gathers momentum, clearly showing positive business trends. **The Bavarian position as a global export and hightech location has provided for an internationalization of all industries and sectors.** Today, English is generally the second language in terms of economy. The hightech industry in particular has attracted countless international experts into the Bavarian research and development institutions. Cross-border and cross-language work has created a cosmopolitan culture, allowing experts and their families from many countries to cooperate transnationally and to mutually benefit from the advantages of Bavaria as the place to live and work.

As to the global community, Bavaria is an active region having established an extensive network of representations and partnerships around the world at an early stage. Experts interested in an in-depth analysis concerning their investments may obtain further information from one of the state's more than 20 international representations of the Free State of Bavaria and a contact network of all important economic regions worldwide. From Moscow to San Francisco and from Tokyo to Bangalore, the representatives of Invest in Bavaria are at your disposal regarding important information and procuring valuable contacts. They act as pilots for potential investors and provide a reliable orientation when it comes to location planning. These representations and contact pools are important in terms of connecting Bavaria with its companies and markets throughout the world. Being a global institution of the free state, they are likewise competent in the local economy and have comprehensive expert knowledge about Bavaria as a home market. As a result, they are one of the first to be contacted by international companies from all over the world seeking a location, partnership or access to the European market in general or Bavaria in particular.

→ DID YOU KNOW?

The state capital Munich is a prime example for Bavaria's internationality and cosmopolitanism. Almost one in four Munich residents has a foreign background. The proportion of foreign nationals living in Munich is therefore higher than the proportion of foreign nationals living in Germany's capital Berlin.

Gateway to the World: Bavaria as Business Location

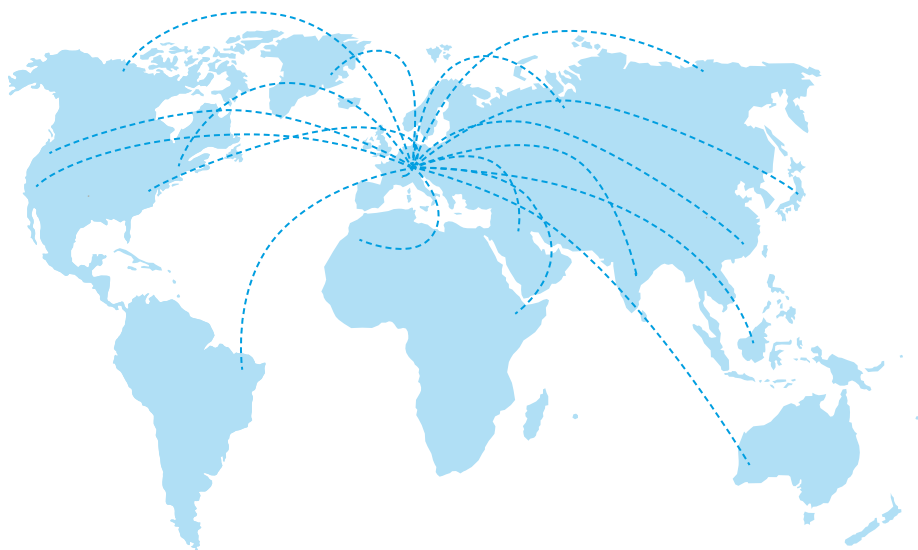
As a state, Bavaria has many facets. No less than these are the reasons for international companies to settle in Bavaria. Companies from 98 countries have already settled in Bavaria and operate their business from here. Today, the most southern German state is able to come up with a remarkable list of cross-sector references.

The U.S. company MSD (Merck, Sharp & Dohme) chose Haar on the outskirts of Munich has the location for their business in Europe, Africa and the Middle East, establishing a research and development center here. The **Swiss Sandoz Group** set up their international headquarters in Holzkirchen near Munich. The **U.S. company General Electrics** decided to settle in the Upper Bavarian city of Garching in order to establish their research and development center. The **Linde AG**, the worldwide leading provider of industrial gas, refrigeration technology and systems engineering, also set up their international headquarters in Munich.

Microsoft, the global leader in PC software, relocated their German and European business operations to Bavaria years ago, just like **Google**, the market leader in

search engines on the internet, operating one of their international development centers in Bavaria. Meanwhile, there is a growing number of Asian companies settling down in the hightech state of Bavaria, such as the Chinese telecommunication supplier **Huawei**, the Japanese company **AMADA Co. Ltd.** which predominantly manufactures multitasking machinery, and the manufacturer of precision machinery **ETO Co., Ltd.**, also from Japan.

Apart from meaningful names and global markets, Bavaria is attractive mostly for expanding start-ups and dynamic medium-sized businesses. The economic structure of Bavaria is based on the strength of medium-sized businesses, which is why it specifically provides for multiple opportunities for expansions for companies of the same size and direction: Within Bavarian clusters maintaining a connection to international research and development centers, being integrated into the hightech sectors that are expedited by the free state, or within the prosperous industry environment with Bavarian engineers and skilled workers who rank among the best educated professionals worldwide.





Location Factor Partnership: International Institutions

If nothing else, Bavaria's economic attractiveness can be determined by the growing number of immigrants from all over the world. In recent years, almost half a million people have relocated to the free state from other German states alone. The primary reasons were the prosperous, promising economy and the unique quality of life within the state between uplands and the Alps. **With the free state's support, expatriates and newcomers have created a cultural and educational-political infrastructure mainly based on partnerships with universities, cities and communities as well as schools and research institutes.** The internationalization of the universities has been consequently expedited for years now. These days, Bavaria's university scene, in particular the elite institutions of the Ludwig Maximilian University (LMU) and the Technical University (TU) in Munich, is an inherent part of international networks and cooperations. From Bavaria, about 4,000 ongoing partnerships have become global institutions. University course contents and the range of research and educational programs comply with international standards. The Bavarian school system has also adapted to the growing international community. **Comprehensive, international schools with bilingual classes held in both German and English as well as a substantial range of language courses are available in almost every Bavarian agglomeration areas:** The Franconian International School in Erlangen, the International School in Augsburg, the Munich International School, the Bavarian International School in Haimhausen and the International School in Regensburg. The classes are taught in accordance with the curriculum of the internationally recognized International Baccalaureate Organisation (IB). The IB diploma is accepted as a qualification for university admission worldwide.

Other international schools which are financed privately can also be found in smaller Bavarian towns. These schools frequently offer bilingual classes in German and another language. Expatriates and newcomers from Japan use the internet to network and to share information regarding the institutional options in Bavaria as far as Japanese economy, culture and education is concerned.

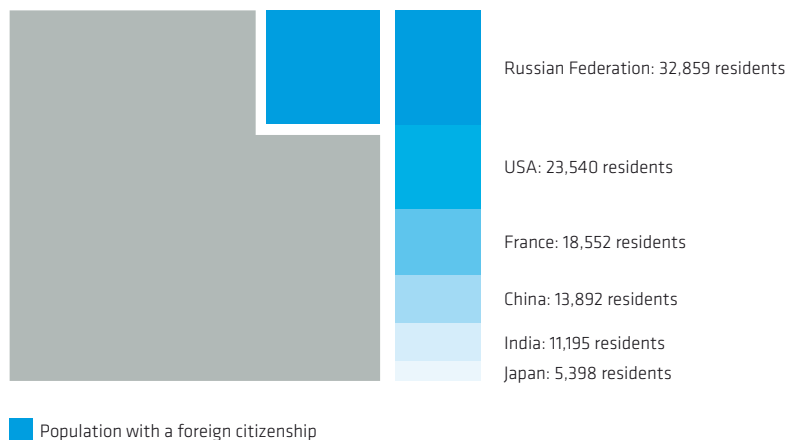
The Greek community operates several schools across Bavaria where internationally accepted diplomas can be achieved bilingually. In Bavaria, all major European nations, like Great Britain, France, Italy or Russia, have their own infrastructure to overcome cultural barriers and, along with different culture programs, they also operate their own schools. **Numerous Bavarian schools offer remedial courses or supplemental classes in other languages.** Meanwhile, there are also international kindergartens and pre-schools in all major Bavarian cities that become more and more popular among German parents as well.

Bavaria's cities and communities have engaged themselves to foster the international exchange and to establish a versatile network of cultural and economic opportunities for discussion. Today, more than a thousand partnerships connect the communities of Bavaria with cities and regions around the world: From countries in our European vicinity through overseas relationships right to partnerships with Russia, Asia and Africa. The reasons for these connections are diverse: Some tie in with historic events of centuries past, others share a cultural characteristic, such as music, art or private relationships. Many new partnerships were established to add a cultural, human component and a personal connection with the respective residents to the intensive economic relationships. As transnational connectors, the communities of these nations make it easy for newcomers to become acquainted with their new Bavarian living and working location.

For formal aspects, the representations of the respective countries act as counseling in these regards. **In Bavaria, more than 100 countries have consulates and consulate generals or are represented by a consulate general representative.** They make sure that there are representatives to be contacted on short notice from every region of the free state. About 10 percent of the Bavarian population have a migration background with a newcomer proportion of almost 40 percent from other EU countries, representing the largest share of immigrants. One fifth come from other European countries. More than 10 percent of all Bavarian expatriates

and newcomers immigrate from Asia. Immigrants from North and South America come to approximately 5 percent. Since long ago, these communities have become an exhilarant element of the Bavarian society, and for their fellow countrymen they represent their former home amidst Bavaria. The largest homogenous community within Bavaria is formed by the Turkish, who have lived here for several generations and established a flourishing social culture. As committed citizens, athletes, artists or entrepreneurs, they have become an inherent part of the free state's public life.

→ Foreign population in Bavaria (incomplete)



On June 30, 2013, Bavaria was home to exactly 1,254,646 foreign nationals. This puts the proportion of the Bavarian resident population with foreign citizenship at a little over 10 per cent.



Where Cosmopolitanism meets Local Ties

International Schools in Bavaria

Augsburg

International School Augsburg (ISA)
Ziegeleistr. 22 | 86368 Gersthofen | Germany
Tel.: +49 821 455560-0 | Fax: +49 821 455560-10
info@isa-augsburg.com | www.isa-augsburg.com

Erlangen

Franconian International School
Marie-Curie-Str. 2 | 91052 Erlangen | Germany
Tel.: +49 9131 940390 | Fax: +49 9131 94039301
info@the-fis.de | www.the-fis.de

Haimhausen

Bavarian International School | Schloss Haimhausen
Hauptstr. 1 | 85778 Haimhausen | Germany
Tel.: +49 8133 9170 | Fax: +49 8133 917135
info@bis-school.com | www.bis-school.com

Ingolstadt

SIS Swiss International School Ingolstadt
Permoserstr. 6 | 85057 Ingolstadt | Germany
Tel.: +49 841 98144600 | Fax: +49 841 98144619
info.ingolstadt@swissinternationalschool.de
www.swissinternationalschool.de

Muenchen

European School Munich
Elise-Aulinger-Str. 21 | 81739 Muenchen | Germany
Tel.: +49 89 628160 | Fax: +49 89 62816444
www.esmunich.de

Japan International School Muenchen
Bleyerstr. 4 | 81371 Muenchen | Germany
Tel.: +49 89 7485730 | Fax: +49 89 789263
muc@jism.de | www.jism.de

Lycee-Francais Jean Renoir
Berlepschstr. 3 | 81373 Muenchen | Germany
Tel.: +49 89 7210070 | Fax: +49 89 72100730
contact@lycee-jean-renoir.de | www.lycee-jean-renoir.de

Phorms Schule Muenchen
Maria-Theresia-Str. 35 | 81675 Muenchen | Germany
Tel.: +49 89 3249337-65 | Fax: +49 89 3249337-66
admission.muenchen@phorms.de
www.muenchen.phorms.de

St.George's School Munich
Schleissheimer Str. 278 | 80809 Muenchen | Germany
Tel.: +49 89 724 693 30 | Fax: +49 89 724 693 329
officemunich@stgeorgesschool.de
www.stgeorgesschool.de

Neu-Ulm

International School Ulm/Neu-Ulm
Schwabenstr. 25 | 89231 Neu-Ulm | Germany
Tel.: +49 731 3793530 | Fax: +49 731 37935350
info@is-uhl.de | www.is-uhl.de

Regensburg

SIS Swiss International School Regensburg
Erzbischof-Buchberger-Allee 23
93051 Regensburg | Germany
Tel.: +49 941 99259300
info.regensburg@swissinternationalschool.de
www.swissinternationalschool.de

Schweinfurt

International School Mainfranken
Cuspinianstr. 3 | 97509 Kolitzheim | Germany
Tel.: +49 9723 934250 | Fax: +49 9723 934252
info@international-school-mainfranken.de
www.international-school-mainfranken.de

Starnberg

Munich International School (MIS) | Schloss Buchhof
Percha | 82319 Starnberg | Germany
Tel.: +49 8151 366-0 | Fax: +49 8151 366-119
info@mis-munich.de | www.mis-munich.de





Where Cosmopolitanism meets Local Ties

Consular Representations

Honorary Consul General of the Republic of Albania

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Tel.: +49 89 80076483 | Fax: +49 89 349979

Consulate General of the United States of America

Koeniginstr. 5 | 80539 Muenchen | Germany
Tel.: +49 89 28880 | Fax: +49 89 2802317
<http://german.munich.usconsulate.gov>

Honorary Consul of the Republic of Angola

Ismaninger Str. 102 | 81675 Muenchen | Germany
Tel.: +49 89 99727520 | Fax: +49 89 99727599
richard.beyer@beyer-partner.de

Honorary Consul of Australia

c/o Computershare
Prannerstr. 8 | 80333 Muenchen | Germany
Tel.: +49 89 30903234 | Fax: +49 89 3090399
honconmunich@gmail.com

Honorary Consul of the Republic of Austria

Frankenstr. | 1290762 Fuerth | Germany
Tel. +49 911 7230179333 | Fax +49 911 7230179345
info@oesterr-honorarkonsul-nuernberg.com

Consulate General of the Republic of Austria

Ismaninger Str. 136 | 81675 Muenchen | Germany
Tel.: +49 89 998150 | Fax: +49 89 9810225
muenchen-gk@bmeia.gv.at

Honorary Consul General of the People's Republic of Bangladesh

Wittelsbacherplatz 1 | 80333 Muenchen | Germany
Tel.: +49 89 28640157 | Fax: +49 89 28640160
michael.brauch@skwlaw.de

Honorary Consul of Barbados

Seitzstr. 9-11 | 80538 Muenchen | Germany
Tel.: +49 89 21578630 | Fax: +49 89 21578423
barbados@hon-consulateinbavaria.de

Consulate General of the Republic of Belarus

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Honorary Consul of the Kingdom of Belgium

Kreuzstr. 12 | 80331 Muenchen | Germany
Tel.: +49 89 24218850 | Fax: +49 89 242188520
consubel@klima-vigier.com

Honorary Consul of the Republic of Benin

Tengstr. 27 | 80798 Muenchen | Germany
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curent@t-online.de

Honorary Consul of the Republic of Bolivia

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Tel.: +49 89 220696 | Fax: +49 89 220698
konsulat.bolivien@t-online.de

Consulate General of Bosnia and Herzegovina

Karlstr. 60 | 80333 Muenchen | Germany
Tel.: +49 89 9828064 | Fax: +49 89 9828079
gkmuenchen@botschaftbh.de | www.botschaftbh.de

Honorary Consul of the Republic of Botswana

BBDO Worldwide
Theresienhoehe 12 | 80339 Muenchen | Germany
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botswana-munich@web.de

Consulate General of the Federative Republic of Brazil

Sonnenstr. 31 | 80331 Muenchen | Germany
Tel.: +49 89 2103760 | Fax: +49 89 29160768
munbrcg@t-online.de
www.brasilianisches-generalkonsulat.de

Honorary Consul of the Federative Republic of Brazil

Nuernberger Str. 2 | 90547 Stein | Germany
Tel.: +49 911 682111 | Fax: +49 911 9965301

Consulate General of the Republic of Bulgaria

Walhallastr. 7 | 80639 Muenchen | Germany
Tel.: +49 89 17117614 | Fax: +49 89 155006
munich@generalkonsulat-bulgarien.de
www.mfa.bg/embassies/germanymunich

Honorary Consul of the Republic of Burkina Faso

Maximilianstr. 10 | 80539 Muenchen | Germany
Tel.: +49 89 25541680 | Fax: +49 89 25541689
konsulat-bf-by-he@hkbf.de

Consulate of Canada

Tal 29 | 80331 Muenchen | Germany
Tel.: +49 89 219957-0 | Fax: +49 89 219957-57
munic@international.gc.ca
www.canadainternational.gc.ca/germany-allemagne

Consulate General of the Republic of Chile

Innere Wiener Str. 11a | 81667 Muenchen | Germany
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cgmunich@mnet-online.de

Consulate General of the People's Republic of China

Romanstr. 107 | 80639 Muenchen | Germany
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majinsheng@web.de | chinaconsul_mu_de@mfa.gov.cn
http://munich.china-consulate.org/ger

Honorary Consul of the Republic of the Congo

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Tel.: +49 89 283854 | Fax: +49 9905 8262

Consulate General of the Republic of Croatia

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Tel.: +49 89 90901650 | Fax: +49 89 2608751
gkrrh.muenchen@mvpei.hr

Honorary Consul of the Republic of Cyprus

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ch.horn@horn-muenchen.de

Consulate General of the Czech Republic

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Tel.: +49 89 95837232 | Fax: +49 89 9503688
munich@embassy.mzv.cz | www.mzv.cz/munich

Honorary Consul of the Czech Republic

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nuremberg@honorary.mzv.cz

Consulate of the Kingdom of Denmark

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mucgkl@um.dk
www.dankonmuc.de/konsulat-daenemark

Honorary Consul of the Kingdom of Denmark

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daen.honorarkonsulat@hofmann.info

Honorary Consul of the Republic of Ecuador

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baviera@consulado-ecuador.com

Honorary Consul of the Republic of El Salvador

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christa.guentermann@t-online.de

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estonianconsulate.bayern@klmunich.de

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mh.gosselin@arcor.de

Consulate General of the French Republic

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info@consulfrance-munich.org
muenchen@botschaft-frankreich.de
www.ambafrance-de.org/-Munich



Where Cosmopolitanism meets Local Ties

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consul@gamcomuc.de

Honorary Consul of Georgia

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georgischer-honorarkonsul@claus.hipp.de

Honorary Consul of the Republic of Ghana

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Consulate General of the United Kingdom of Great Britain and Northern Ireland

Moehlstr. 5 | 81675 Muenchen | Germany
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paul.heardman@fco.gov.uk

Honorary Consul of the United Kingdom of Great Britain and Northern Ireland

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british.consulate.nbg@schmitt-aufzuege.de

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Grafinger Str. 2 | 81671 Muenchen | Germany
Tel.: +49 89 406214 | Fax: +49 89 4132200
konsulguate@otec-kg.de

Honorary Consul of the Republic of Guinea

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baehrle@honorarkonsulat-guinea.de

Consulate General of the Hellenic Republic

Moehlstr. 22 | 81675 Muenchen | Germany
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grgencon.mun@mfa.gr
www.griechisches-konsulat-muenchen.de

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mission.muc@mfa.gov.hu

Honorary Consul of the Republic of Hungary

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ung-konsulat@osn.org

Consulate General of the Republic of India

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congendum@t-online.de | www.cgimunich.com/de

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Consulate General of the Islamic Republic of Iran

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www.irangkm.de

Honorary Consul General of the Republic of Ireland

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karina.wildner@lejeune-academy.de

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Honorary Consul of Iceland

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Consulate General of the State of Israel

Briener Str. 19 | 80333 Muenchen | Germany
Postfach 20 11 53 | 80011 Muenchen | Germany
Tel.: +49 89 543486500

Consulate General of the Italian Republic

Moehlstr. 3 | 81675 Muenchen | Germany
 Tel.: +49 89 4180030 | Fax: +49 89 477999
 italcons.monacobaviera@esteri.it
 segreteria.monacobaviera@esteri.it
 www.consmonacodibaviera.esteri.it

Consular Office of the Italian Republic

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 Tel.: +49 911 205360 | Fax: +49 911 243833
 norimberga.monacobaviera@esteri.it

Honorary Consul of Jamaica

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 consul@jamaica-munich.com
 www.jamaica-munich.com

Consulate General of Japan

Karl-Scharnagl-Ring 7 | 80539 Muenchen | Germany
 Tel.: +49 89 4176040 | Fax: +49 89 4705710
 info@mu.mofa.go.jp
 www.muenchen.de.emb-japan.go.jp/de/index.htm

Consulate of the Republic of Kazakhstan

Redwitzstr. 4 | 81925 Muenchen | Germany

Consulate of the Republic of Kazakhstan

Hans-Urmiller-Ring 46a
 82515 Wolfshausen | Germany
 Tel.: +49 8171 6299156/152 | Fax: +49 8171 6299157
 konsulmuemchen@konsulat-kasachstan.de

Honorary Consul of the Republic of Korea

Adolf-Kolping-Str. 16 | 80336 Muenchen | Germany
 Tel.: +49 89 54348753 | Fax: +49 89 54344368
 office@honorary-consul-south-korea.de

Honorary Consul of the Kingdom of Lesotho

Ottostr. 5 | 80333 Muenchen | Germany
 Tel.: +49 89 55028947 | Fax: +49 89 54906220

Honorary Consul of the Republic of Latvia

Ohmstr. 22 | 80802 Muenchen | Germany
 Tel.: +49 89 33037271 | Fax: +49 89 33037272

Honorary Consul of the Republic of Liberia

Schatzbogen 39 | 81829 Muenchen | Germany
 Tel +49 89 42045350 | Fax +49 89 42045352
 p.aicher@aicher-ambulanz.de

Honorary Consul of the Principality of Liechtenstein

Karl-Scharnagl-Ring 8 | 80539 Muenchen | Germany
 Tel.: +49 89 28817455 | Fax: +49 89 28817444

Honorary Consul of the Republic of Lithuania

Rudolfstr. 112 | 82152 Planegg | Germany
 Tel. +49 89 12096276 | Fax. +49 89 18904198
 muc@honorarkonsul-litauen.de
 www.honorarkonsul-litauen.de

Honorary Consul of the Grand Duchy of Luxemburg

Beta-Str. 10 b | 85774 Unterfoehring | Germany
 Tel +49 89 18962401 | Fax +49 89 18962402
 luxkonsulat@web.de

Consulate General of the Former Yugoslav Republic of Macedonia

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 Tel.: +49 89 54244756 | Fax: +49 89 54244758
 munich@mfa.gov.mk

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 mk.honorarkonsul-nuernberg@t-online.de

Honorary Consul of the Republic of Madagascar

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 Tel.: +49 89 4313675 | Fax: +49 89 45458684
 RAKrebs@aol.com

Honorary Consul General of the Republic of Mali

Bayerstr. 33 | 80335 Muenchen | Germany
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 info@drhelmutschmidt.de



Where Cosmopolitanism meets Local Ties

Consular Representations

Honorary Consul of the Republic of Malta

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Tel.: +49 89 71056564 | Fax: +49 89 71669020
bmm@menrad.de

Honorary Consul General of the Republic of Mauritius

Landwehrstr. 10 | 80336 Muenchen | Germany
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johanneskneifel@t-online.de

Honorary Consul of the Principality of Monaco

Brienner Str. 28 | 80333 Muenchen | Germany
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consulatmonaco-muenchen@noerr.de

Honorary Consul General of Mongolia

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mongolia@pitum.de

General Consulate of Montenegro

Fuerstenstr. 6/1.OG | 80333 Muenchen | Germany

Honorary Consul of the Kingdom of Morocco

Zugspitzstr. 21 | 82327 Tutzing | Germany
Tel.: +49 8158 905813 | Fax: +49 8158 905803
mail@ursula-maennle.de
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Honorary Consul General of the Republic of Mozambique

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Tel.: +49 89 59998112 | Fax: +49 89 59998109
muenchen@konsulat-mz.de

Honorary Consul General of Nepal

Residenzstr. 25 | 80333 Muenchen | Germany
Tel. +49 89 44109259 | Fax +49 89 25549827
greissl@euprax.de

Consulate General of the Kingdom of the Netherlands

Nymphenburger Str. 20a | 80335 Muenchen | Germany
Tel.: +49 89 206026710 | Fax: +49 89 206026730
mun@minbuza.nl | <http://muenchen.nlkonsulat.org>

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h.engler@konsulat-nicaragua.de

Honorary Consul of the Kingdom of Norway

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office@norwegisches-konsulat-muenchen.de
www.norwegisches-konsulat-muenchen.de

Honorary Consul of the Islamic Republic of Pakistan

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Tel.: +49 89 75900557 | Fax: +49 89 75900559
info@honconpak.net

Honorary Consul of the Republic of Panama

Robert-Bosch-Str. 14 | 82054 Sauerlach | Germany
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konsul.haekkel@gmail.com | www.konsulat-panama.de

Honorary Consul of the Republic of Paraguay

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Tel.: +49 89 69379526 | Fax: +49 89 69379527
normastengel@paraguay.de

Consulate General of the Republic of Peru

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info@conperumunich.de | www.conperumunich.de

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philconmuc@t-online.de

Consulate General of the Republic of Poland

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konsulat.muenchen@botschaft-polen.de

Consulate General of Romania

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kanzlei@rumaenien-gkmuenchen.de

Consulate General of the Russian Federation

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ruskonsmchn@t-online.de | www.ruskonsmchn.mid.ru

Honorary Consul of the Russian Federation

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Tel.: +49 911 53 07762 | Fax: +49 911 53 07763
hkrf@knauf.de | www.knauf-honorarkonsulat.de

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Where Cosmopolitanism meets Local Ties

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Links Bavaria

www.stmwi.bayern.de

The website of the Bavarian Ministry of Economic Affairs and Media, Energy and Technology is the most comprehensive source for corporate topics.

www.bayern.de

The website of the Bavarian State Chancellery serves as digital starting point regarding current political topics of the free state. There are numerous dossiers and videos concerning significant future-related matters of Bavaria.

www.statistik.bayern.de

The statistical office is a reliable source for information and facts regarding both business and residential locations within Bavaria.

www.verwaltung.bayern.de

Bavaria's administration at a glance – this portal is the key. It is used by the state's administrative offices and authorities to present themselves in a service-related and non-bureaucratic manner.

www.innenministerium.bayern.de

The web presence of the Bavarian Ministry of the Interior provides information regarding domestic policies.

www.stmas.bayern.de

On its homepage, the Bavarian State Ministry of Labour and Social Affairs, Family and Integration deals with social matters concerning Bavaria's as a location, such as occupational safety, new working models and the integration of staff with disabilities.

www.facebook.com/bayern

The free state's Facebook page is ideal to experience the state government firsthand. Here politics are made in dialog.



Swabia: Highlights

The elements of the coat of arms symbolize the different manorial sovereignties of the old kingdom: The double eagle represents the former imperial cities, one of the shields represents the Diocese of Augsburg as the largest ecclesiastical territory while the one featuring a pole represents the Margraviate of Burgau as the largest secular, aristocratic territory. The Fugger territories were also associated with the margraviate.



Swabia

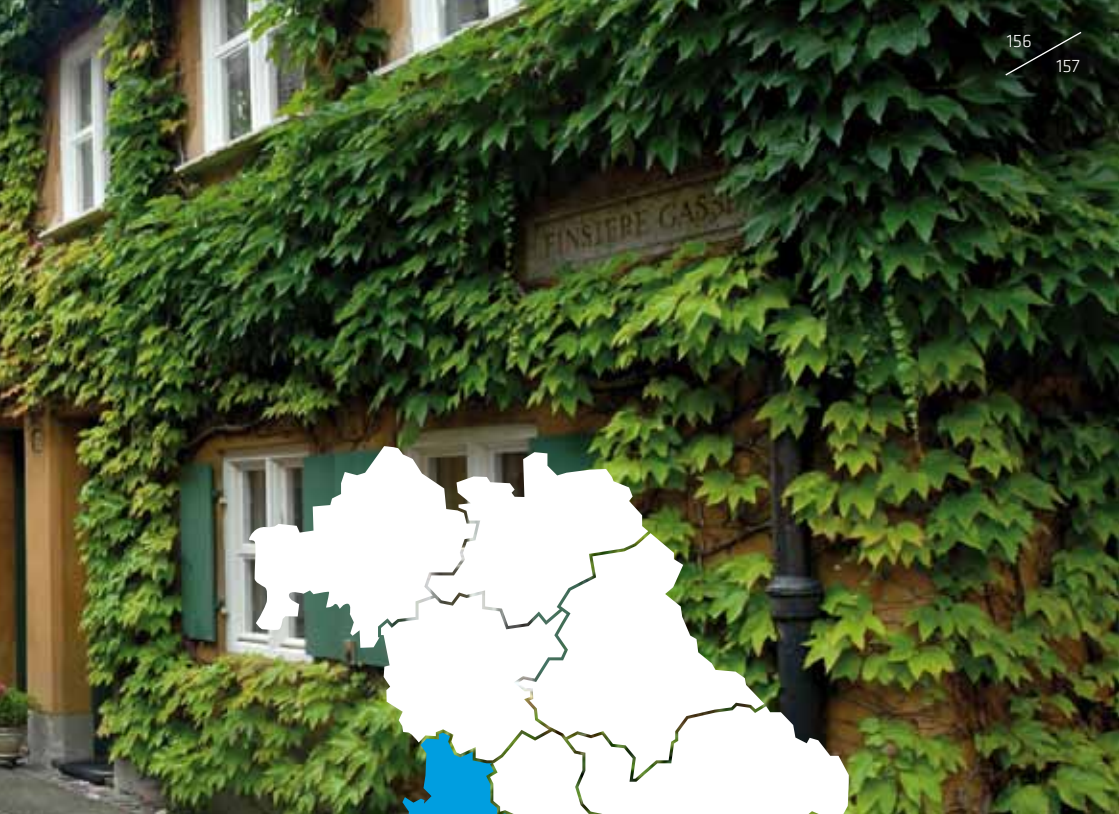


Swabia

The Fuggerei: The World's Oldest Social Housing Complex

The city of Augsburg is the third largest city of Bavaria and the seat of the district council of Swabia. With its 2,000 years of history, it ranks among the oldest cities in Germany along with Trier and Kempten. Especially in the eras of the Renaissance, the Rococo and the Industrialization, Augsburg played a significant role throughout Europe. The city experienced its highest economic prosperity in the 15th and 16th century because of the banking and metal businesses of mercantile families. The financial power of the Fugger and Welster families

additionally improved Augsburg's position as a cosmopolitan city, the city of the emperors and imperial diets. The name Fugger also relates to the world's oldest social housing complex still in use today: the Fuggerei. In 1521, the successful merchant, mining entrepreneur and banker Jakob Fugger the Rich (1459 – 1525) implemented a social project by endowing indigent Augsburg residents with the Fuggerei housing complex. His gesture was more than exceptional and innovative in light of the situation back then.



According to Jakob Fugger, the inexpensive Fuggerei was intended to accommodate craftsmen, day-labors and families, who became impoverished through no fault of their own, until they were able to overcome poverty of their own accord. Accordingly low was the base rent for the apartments, which are still being rented out today: It amounted to the equivalent of approximately 88 Cents plus three prayers every day in honor of their sponsor and his family. The complex is almost entirely funded by the assets of the Fugger family.

The architectural ensemble featuring eight streets of houses and three gates is a form of a "city within city" with its own church, "city walls" and several "city gates". Today, the houses, which are overgrown with vines and ivy, and the attractive alleyways are a tourist attraction in the heart of the city of Augsburg and still emanate a very special charm.



Swabia at a Glance

Swabia in numbers

- Area: 3,857.94 square miles
- Population: about 1.8 million
- Regional structure: 4 urban districts (Augsburg, Kaufbeuren, Kempten, Memmingen), 10 rural districts

Economic key figures

- Augsburg is Bavaria's third largest agglomeration area
- Almost 20 percent of the EU population live within a 250 mile vicinity around the governmental district

Research and innovation

- Universities of Augsburg and Ulm, Universities of Applied Sciences Augsburg, Kempten and Neu-Ulm
- AUGSBURG Innovation park with facilities of the German Center for Aerospace and the Fraunhofer Institute including a technology center where products are developed ready for serial production in the fields of mechatronics and fiber composite technology
- Research initiative Fiber Composite Technology
- Cluster mechatronics and automation
- Cluster environmental technology
- Top cluster MAI Carbon
- Food and packaging center
- Center for Environmental Medicine and Health Research, Clinical Center Augsburg (projected)

Infrastructure

- Excellent integration into the interstate highway system: West-East highways A 8 Stuttgart-Munich and A 96 Munich-Memmingen-Lindau (- Switzerland), Germany's longest North-South highway A 7 Flensburg-Fuessen
- Well connected to with national and international long-distance railroad traffic: ICE/IC trains to the agglomerations of Munich, Stuttgart, Nuremberg, Frankfurt and Berlin
- Regional public airfield Augsburg
- Regional public airfield Allgaeu in Memmingerberg with international connections
- Cargo Transport Center Augsburg near the Cargo Transport Center of Ulm

Living in Swabia

- Top 5 touristic region Allgaeu
- Climatically cosseted Lake Constance region featuring winegrowing
- Water sports on countless lakes at the foothills of the Alps or Lake Constance, the "Swabian Sea"

Unique features of Swabia

- Hub between the industrial centers of Munich and Stuttgart and the neighboring countries of Switzerland and Austria
- Top location for the aerospace industry
- European top location for carbon technology
- Bavaria's most important paper industry location
- Exceptionally large number of start-ups
- Messe Augsburg with the leading trade shows RENEXPO (regenerative energies), intersana (health), Grindtec (grinding technique)

Attractions in Swabia

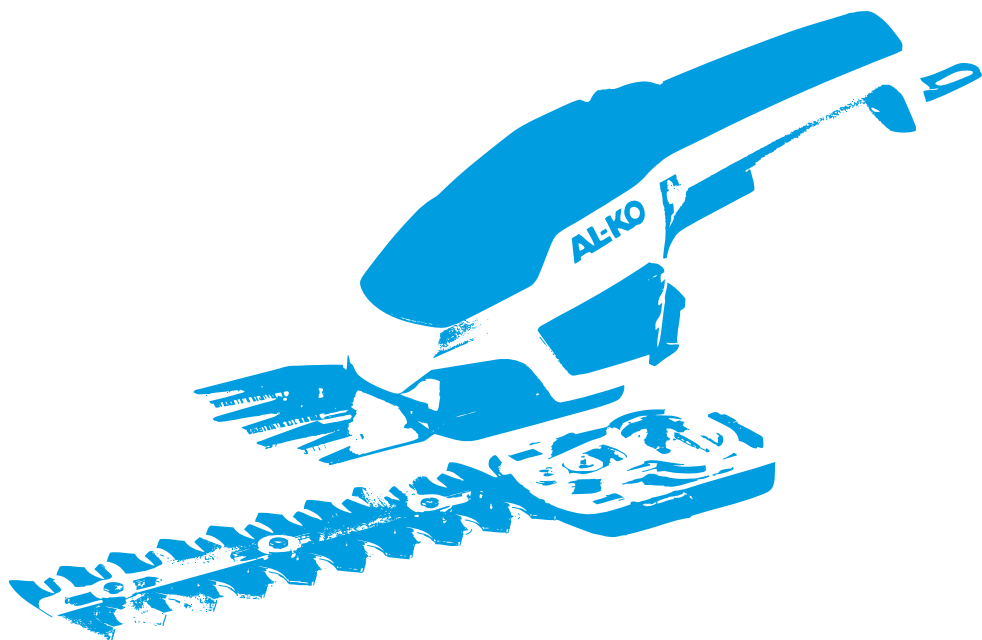
- Scenic Alp and Alpine area
- Unique North Swabia in terms of geology: The impact of a meteor caused a circular pothole (Ries crater)
- Neuschwanstein Castle, one of the most famous castles in the world
- Fuggerei, Augsburg
- The Street of Empress Sisi, the stages of life of the later Empress of Austria
- Hohenschwangau Castle
- Monastery of Ottobeuren
- Noerdlingen, one of Germany's best preserved medieval cities including the longest still existing city walls of its day
- Medieval Dillingen, Fuessen, Guenzburg, Kaufbeuren, Kempten, Leibheim, Lindau, Memmingen, Weissenhorn and Wertingen

Top industries

- Mechanical Engineering / Automotive / Robotics
- Aerospace
- Information and Communication Technology
- Environmental Engineering
- Food Industry
- Paper Manufacturing



Swabia



Global Champion from Swabia

The AL-KO KOBER GROUP: From Locksmith to Global Corporation

Grosskoetz in 1931: Alois Kober was just 23 years old when he founded his own small locksmithery. Right from the beginning, he had proven to possess both courage and entrepreneurial spirit, which was the cornerstone for the later AL-KO KOBER GROUP. Meanwhile, the former locksmithery developed into a global corporation with more than 4,200 employees and inventive ideas that are present throughout diverse markets. The range of products varies from lawn mowers to vehicle components to laboratory air conditioning. This diver-

sity is based on a simple basic principle: Quality, innovative spirit and elaborate functionalities are combined with contemporary design, convenient handling and reliability. This consequent company philosophy bestowed countless renowned awards upon the AL-KO Kober Group, such as the "iF production design award", the "red dot design award" and the much sought-after "Top 100 Award" for the most innovative medium-sized enterprises in Germany.

Amazon

“After five months of construction time, Amazon was already able to send the very first package from the new location in Graben in Swabia, Bavaria. The outstanding cooperation with both local and regional partners as well as authorities made it possible that we were able to optimally realize this project in such a short time. The central location within Europe, the excellent regional staff potential and the distinguished connection to all major highways, as well as the fine cooperation were the main reasons to decide for the location in Graben. Amazon will continue to deliver the products to millions of customers from a German logistics center.”

*Armin Cossmann, Head of Amazon’s
German logistics centers*

The corporation of Amazon is considered to be the world’s pioneer of social commerce. In 1995, Jeff Bezos founded the company in Seattle as one of the first e-commerce mail order businesses. Today, it offers a diversified range of products and employs about 69,000 employees worldwide (August 2012).

1995

Seattle

Graben

2011



Links Swabia

www.regierung.schwaben.bayern.de

The government of Swabia represents a Bavarian boom region. Their web portal provides introductory information, authority contacts and a download section revolving around this Bavarian region that is intriguing in terms of economy, culture and landscape.

www.bezirk-schwaben.de

On its homepage, the district of Swabia presents itself as an important partner for both people and institutions in social, cultural, sanitary and regional matters.

www.bayerisch-schwaben.info

Comprehensive, entertaining portal concerning Swabia with images of sights, manifold cultural tips, sports and pastime program as well as useful information regarding transportation and accommodation.

www.schwaben.ihk.de

Homepage of the Chamber of Commerce and Industry of Swabia (IHK), the representation of interests of commercial enterprises in Swabia.

www.bezirk-schwaben.de/fsg

The forum for Swabian history is a dynamic exhibition and event forum at the castle of Hoehstaedt. During special exhibitions, presentations, live shows and seminars inside the castle, people can experience the history of the ancient settlement area.

www.allgaeu.info

The Swabian alpine region Allgaeu ranks among the most popular tourist destinations throughout Germany and the corresponding portal details all relevant information for both short and long stays in the Swabian mountains.

www.fugger.de

The Augsburg Fuggerei is unique around the globe, the world's oldest social housing complex, built after the vision from the merchant Jakob Fugger.



BAVARIA

Live where Others spend their Vacation



Natural park Altmuehlal: Idyll right on the doorstep to the metropolitan areas

The people of Bavaria are characterized mostly by their diversity. For Old Bavarians, Franconians, Swabians and the many other people that settled in Bavaria, dealing with differences within the community is their major strength. That is why Bavaria is not only a state but also a mutual attitude toward life. This idea of Bavaria is composed of the typical traits, the landscape, the unique culture and the diversified origin

that form Bavaria as a whole. Bavaria brings together all these features to a harmonic entity which gives this state a special quality and intensity. The state provides for plenty of opportunities to shape life according to one's own ideas.



Live where Others spend their Vacation

Bavaria's Landscapes: As various as its Culture



Lake Chiemsee: The “Bavarian Ocean” is the largest inland body of water in the free state

Bavaria is a diversified state that offers a lot of opportunities in terms of economy, culture and to shape one's life individually. Pristine nature and vibrating cities with glamorous atmosphere merge into a harmonic blend in the most southern part of Germany, offering each resident and visitor interesting perspectives. The free state's landscape underline this diversity. The **spectacular alpine panorama** with Germany's highest mountain, the **Zugspitze** (9,721 ft.), forms the impressive scenery of Southern Bavaria. Off the Bavarian Alps, there are the lakes of the alpine upland with their scenic landscape and romantic constructions around the **Lakes Chiemsee, Tegernsee, Koenigssee, Ammersee, Starnberg** as well as countless smaller waters. The rivers **Isar, Iller, Lech** and **Inn** originate in the Alps and

flow through the alpine upland to the Danubian Lowland providing the cities along the riverbanks with clean drinking water. The romantic mountain ranges and odd **rock formations of Franconian Switzerland** bestow a unique character upon the Franconian part of Bavaria. In the North and East, Bavaria's low mountain ranges and their forested ridges shape a natural enclosure of the valleys and the grown cultural landscapes. Behind the border to the Czech Republic, the **Upper Palatinate Forest**, the **Bavarian Forest** and the **Bohemian Forest** compose the largest continuous woodland in Central Europe. The Franconian Forest and the Steigerwald, the southern foothills of the Thuringia Forest as well as the Odenwald and the Rhoen mountains with their bland-climate border the Franconian plate in the North



Neuschwanstein Castle: A fairy-tale idyll, the king himself was among those who designed the residence

and East. The two European metropolitan regions of Munich and Nuremberg and major cities such as Augsburg, Würzburg, Regensburg and Ingolstadt are not only booming business locations but also internationally renowned cultural centers. A cultural highlight of a visit to Bavaria is the **Romantic Road** leading from Lower Franconia in the North to the Allgäu in the most southern part of both Bavaria and Germany. Like pearls on a string, there are unique sights and cultural treasures along the Romantic Road: From the magnificent Baroque city of Würzburg through the Taubertal and the medieval Rothenburg to the Pfaffenwinkel and the royal castles of Hohenschwangau and Neuschwanstein. The Romantic Road invites guests to travel back in time to cities like Dinkelsbühl or Rothen-

burg ob der Tauber that have almost entirely preserved their medieval cityscape throughout the centuries. In the south of the free state, Bavarian Swabia ranges to the climatically pampered region around Lake Constance up to the Austrian and Swiss border. The **green hills and valleys of the nearby Allgäu** are the mother of all natural pleasures and natural farming within the free state. Most Bavarian people and visitors consider it a green oasis where one can enjoy the outstanding landscape and regain strength for everyday life.



Live where Others spend their Vacation



Rothenburg: Magnificent buildings in the medieval city center





Live where Others spend their Vacation



Moated castle Concordia with view to Bamberg's historic city center





Live where Others spend their Vacation



Lake district near Fuessen in the Allgaeu where the royal castles of both Hohenschwangau and Neuschwanstein are located





Live where Others spend their Vacation

Worth Seeing, also for Locals: Tourism in Bavaria



Coziness and much more: Bavaria offers recreation, entertainment and experiences suiting every style and taste

Bavaria is not only the most popular German vacation destination visited by approximately 28 million people from all over the world each year, but also the preferred vacation and recreation destination of the Bavarians themselves. **In Bavaria, people live where others spend their vacation.** The state represents about one fifth of all tourism in Germany. It has numerous regular visitors who indulge themselves in their individual stay in Bavaria, encountering new friends from all over the world each year. The **excellent infrastructure in terms of tourism, gastronomy, sports and recreation** also

invites the Bavarian people to spend their vacation right on their doorstep. From daytrips to stays over several weeks, **from activities to pure relaxation:** As far as leisure and vacation is concerned, Bavaria is well-prepared to offer a comprehensive and suitable program for everyone. Visitors will encounter **picturesque landscapes, plenty of art and cultural treasures, various sport facilities** and a wide range of **health spa and wellness options.** In no time and from virtually every major city and industrial center, one can reach a near-natural local recreation area, worthwhile historical

buildings or a health spa to recover and regenerate. The basic infrastructure for local recreation, from water parks and sport facilities up to educational opportunities, is available in every major Bavarian community. In Germany, people love to join clubs and societies and in Bavaria, there are more club members than in the rest of Germany. Bavarian residents are involved in clubs for different sports, music, history, culture or social matters. That way, they create an extensive infrastructure of leisure activities and contribute to the attractiveness of their home for both visitors and residents. However, one of Bavaria's most important location factors for tourists is the **renowned Bavarian hospitality**. In all of Bavaria, people can enjoy **culinary specialties from**

different regions offered by inviting taverns. The latter are an inherent part of public life, even in the smallest of towns. Like the landscape and culture of Bavaria, the menu includes diverse local delicacies. **The number of breweries and brands of beer served within the free state is unsurpassed.** About **one third of the European beer breweries are located in the free state**; there is no other region in the world with the same amount of breweries. Even the typical Bavarian beer has become an export hit on the international market.



Merry-go-round at one of the countless Bavarian festivals



Traditional "Lueftlmalerei" (painted building façade)

→ DID YOU KNOW?

The worldwide popular board game "Mensch ärgere dich nicht" (parcheesi) was invented in a backyard workshop in Munich in 1907. With a marketing strategy we would call "viral" today, Josef Friedrich Schmidt made an extremely successful go of that cheeky game: He sent free copies to the wounded who passed the time playing and spreading the news about this funny parlor game. Until today, this board game classic has been sold more than 70 million times.



Live where Others spend their Vacation



Living history: The historic city center of Passau, the City of Three Rivers at the border to Austria





Live where Others spend their Vacation



The Zugspitze: At an elevation of 9,721 feet above sea level, it is the highest mountain in Germany and a majestic eye catcher of the Northern Alps





Live where Others spend their Vacation



Landshut: The Gothic city center with gabled buildings from the 15th and 16th century rank among Germany's most beautiful locations





Live where Others spend their Vacation



The market place in Weiden: Renaissance buildings and modern day economic structures complement each other in the cosmopolitan center of the Palatinate Forest





Live where Others spend their Vacation



Bavaria is a Mecca for athletes who are keen on action-packed sports

Sporty Bavaria: Top Sports and Leisure Fun

The diverse Bavarian landscape offers a wide range of **sports opportunities meeting every taste**, making the country a **paradise for sport buffs**. In the **Bavarian Alps, there are excellent conditions for winter sports**, such as **alpine skiing, sledding and cross-country skiing**. The well-constructed winter sport facilities are the reason why most German top athletes are native Bavarians who have set records and won at Olympic Games on a regular basis. The luger Georg Hackl participated in six Olympic Games in a row. In view of his three gold and three silver medals, he is one of the most successful winter athletes.

With his playing technique, the **Bavarian Franz Beckenbauer was one of the most influential soccer players of the 1970's**. Still today, soccer fans around the world consider him a standard in soccer, and reverentially calling him "Kaiser" (emperor) because of his skills. **Oliver Kahn**, who was the goal keeper for the **European top club FC Bayern Munich** for many years, was named the best goal keeper in the world on these occasions. So far, he is the first and only goal keeper to receive the Golden Ball for the best player of a World Cup team (2002). The list of famous Bavarian sportsmen is long and it impressively demonstrates the significance these sports have in the free state.

Top level sports in particular benefit from the enthusiasm of the Bavarian people for popular sports. Almost every Bavarian community has the necessary facilities like sports fields and soccer grounds or indoor and open-air pools. Those who are into trend sports like **rafting, canoeing or free climbing** can take advantage of the excellent conditions for sport activities amidst the Bavarian mountains as well as the lower Franconian and Upper Palatinate ranges. **The lakes and rivers are perfect for sailing and surfing or rowing and canoeing**. More than **100 well-developed bicycle tour routes with a total of 5,405 miles** take cyclists to the most beautiful places of the free state. The major Bavarian sport events attract top athletes from all over the world, attracting a TV audience numbering in the millions. The 1972 Olympic Games, the 1974 FIFA World Cup final at the Olympic Stadium in Munich or the opening match of the 2006 FIFA World Cup made Bavaria's top venues such as the Olympic area or the Allianz Arena famous throughout the world.

→ DID YOU KNOW?

Germany's most successful soccer club is based in Bavaria. Until 1987, it was not FC Bayern Munich, which is known today across the globe, but 1. FC Nuremberg. This club from the district of Middle Franconia won nine national championships and was Germany's record champion for more than 60 years until FC Bayern Munich replaced the team in this regard in 1987. Both teams have made sure that the free state is Germany's first address when it comes to soccer.



Live where Others spend their Vacation



Moated castle Untersiemau: Constructed by knights in the 13th century, today a touristic gem in Upper Franconia





Live where Others spend their Vacation



Freighter on the Rhine Main Danube Channel, the navigable connection from Rotterdam at the North Sea to Constanta at the Black Sea





Live where Others spend their Vacation

Tradition 2.0 – The Bavarian Etiquette

Bavaria's inimitable characteristics from leather trousers and the dirndl dress to the Oktoberfest right to the top club of FC Bayern Munich have established a friendly and unique image of the free state. The manner that Bavarians maintain their traditions and pride of their own culture and identity is not a cliché but a vivid self-assurance as part of an intact culture of Bavarian town communities and urban life. The self-assured "**mir san mir**" (Bavarian for "we are who we are") and the typical Bavarian phrase of tolerance "**libertas bavariae**", to live and let live, merge into a pleasant expression expressing cosmopolitanism and respect. However, Bavaria has much more to offer than hometown commitment and a picture postcard placidity. Fostering customs and history are accompanied by a trend toward future topics which made it possible for Bavaria to become a high-tech location in the first place. This special cultural blend is the foundation of economic success and also reflects in Bavarian mentality, which finds expression in both language and habits.

Bavarians are considered by many to be **straightforward in communications**. Honesty and directness are virtues that are most appreciated in the free state. It is important to accept such openness and to value it as an expression of personality and authenticity. In Bavaria, the word outspoken, the verbal consent or the handshake are considered as a binding, individual commitment.

Merely the unique Bavarian humor is considered profound and ambiguous. Irony, satire and roguish comments are characteristics of this humor that the Bavarians love to show in everyday situations. Along with ironic inquiries and comments, verbal exaggerations with a satirical background also belong to this type of speech. The highlight of Bavarian satire is the annual "Starkbieranstich" (stout tapping) at the Munich Nockherberg, when Bavarian actors and comedians "derbleck" public figures from politics and society who are there with them, which means they tease prominent figures from politics and society in a manner typical of Bavaria.

The Bavarian Franconians cultivate their humor especially during carnival time. In Franconia, Shrove Tuesday is an obligatory date for prominent politicians as well as Franconian cabaret artists and satirists. For Bavaria, humorous contributions are also a form of personal proximity and should be understood as a form of individual attention. Self-irony and the ability to laugh about oneself as much as about others are part of how humorously Bavarians perceive their everyday life. At the end of the day, the key to Bavarian humor is how to deal with it – whoever is able to properly understand Bavarian humor may feel as a part of the Bavarian culture.

→ DID YOU KNOW?

The fairy tale of Snow White originated from the Lower Franconian Spessart. The prince's would-be castle is said to be located there and that local medieval miners were most likely the historic inspiration for the seven dwarfs.



In Bavaria, national costumes called "Tracht" are tradition and remain commonplace on festive occasions



Live where Others spend their Vacation



The Wuerzburg Residence is a magnificent Baroque palace just outside the Wuerzburg city center and was declared a World Heritage Site by the UNESCO





Live where Others spend their Vacation



With its massive belfry, the three-nave abbey church basilica continues to dominate the silhouette of Aschaffenburg in Lower Franconia





Live where Others spend their Vacation



The Stone Bridge of Regensburg is considered a masterpiece of medieval architecture





Live where Others spend their Vacation

Typical Bavarian: Contemporary Traditions



Bavarian culture means zest for life

Bavarian traditions are lived in the present, without romanticizing the days of old. Bavaria's traditional costumes called "Trachten" are experiencing a renaissance and are commonplace culture predominantly in rural areas and on holidays. As a matter of course, tra-

ditional rituals, dances and craftsmanship are passed on from generation to generation. Even among visitors and newcomers, these enjoy increasing popularity because with them Bavarian culture can be experienced first hand instead of being witnessed.

A Small Kaleidoscope of Bavarian Customs

“Almabtrieb”

The Almabtrieb is a thanksgiving event, taking place when mountain farmers, alpine herdsmen and shepherds drive their livestock from the alpine pastures back down into the valleys in the fall. For this event, the animals, mostly cattle, are decorated with arrangements made of colorful alpine flowers, fir sprigs, colored ribbons and bells. The shepherds, who are clad in traditional costumes, drive the herd back to the stables. The Almabtrieb has become a major touristic event in the Alpine communities, in particular in the Swabian Allgaeu.



Annual “Almabtrieb” event: Driving cow herds down alpine pastures

Kirchweih / Kaerwa

In all of Bavaria, Christians of the two predominant denominations across the country celebrate the Kirchweih, a religious anniversary to solemnize the church patron's name day. Especially in Franconia and the Upper Palatinate, the “Kaerwa” is the prelude to many religious, cultural and historical rituals differing from city to city and village to village. The scope of traditional rites varies from church services as well as musical and layman comedies to festivals and public amusement, which are also open to visitors.



“Kirchweih” church anniversary



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Maypole

Erecting a Maypole is a fertility ritual that goes back to ancient heathen lore, predominantly celebrated in the cities and communities of Southern Bavaria every 1st of May. Traditional Maypoles are barked trunks of either spruce or fir, painted blue and white and decorated with colorful guild symbols. The villagers traditionally erect the Maypole with ropes and sticks. As in previous centuries, this important local festivity is celebrated in national costumes and entails going to church and the “Tanz in den Mai” dance event that takes place the night before.



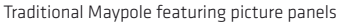
Erecting a Maypole

Stealing the Maypole

The Maypole is the status symbol of a village and is guarded by the youth. If someone from the neighboring village does succeed in stealing the Maypole it can only be taken back in exchange for a proper meal and lots of beer. This “theft” is considered to be of cultural or sporty character.



“Tanz in den Mai” (Dance into May)





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“Osterbrunnen”

Every year around Easter (“Ostern” in German), the residents of the Franconian cities and communities decorate wells (“Brunnen” in German) in a festive manner by using spring green, colored Easter eggs and local craftsmanship. These Easter Wells are intended to draw the visitors’ attention to the water as a precious, natural resource and to remind them that drinking water is not an inexhaustible commodity. The preparations for the elaborate decoration sometimes begins several months in advance, and year after year the wells and festivities celebrated in the towns and cities attract more tourists to visit Franconia.



Decorated “Osterbrunnen”

“Schariwari”

In Bavaria, the term Schariwari (originally from French “Charivari” ~ disarrangement) refers to a heavy, silver necklace with pendants that are worn together with German “Lederhosen” (leather pants) or dirndl dresses as a part of their traditional costumes. The pendants, coins, guild symbols or hunting trophy tokens, demonstrate the affluence of the person wearing the necklace.



“Schariwari”



Osterbrunnen (Easter Well) in Franconia



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“Schuhplattler”

The Schuhplattler is a dance from the pre-Christian era based on the courtship dance of black grouse, a type of game bird. The dancers rhythmically slap their thighs and calves, stomp to the beat and perform near acrobatic dance moves. The Schuhplattler represents strength, skillfulness, and a zest for life and has thus become an internationally known Bavarian characteristic tradition.



Bavarian costume – a must when doing the Schuhplattler

→ DID YOU KNOW?

Still today, the exact origin of the Bavarians as a tribe is subject to intensive debates among scientists. It is considered certain that the former Celtic settlement area across and along the Alps had also been colonized by the Romans before the Germanic tribes of the Marcomanni and the Boii settled down there. From the latter, the Roman historians derived the name “Bavarii” which has become a collective term for all local Ethnic groups.



The Schuhplattler combines demanding choreography with customs and traditions – from childhood on



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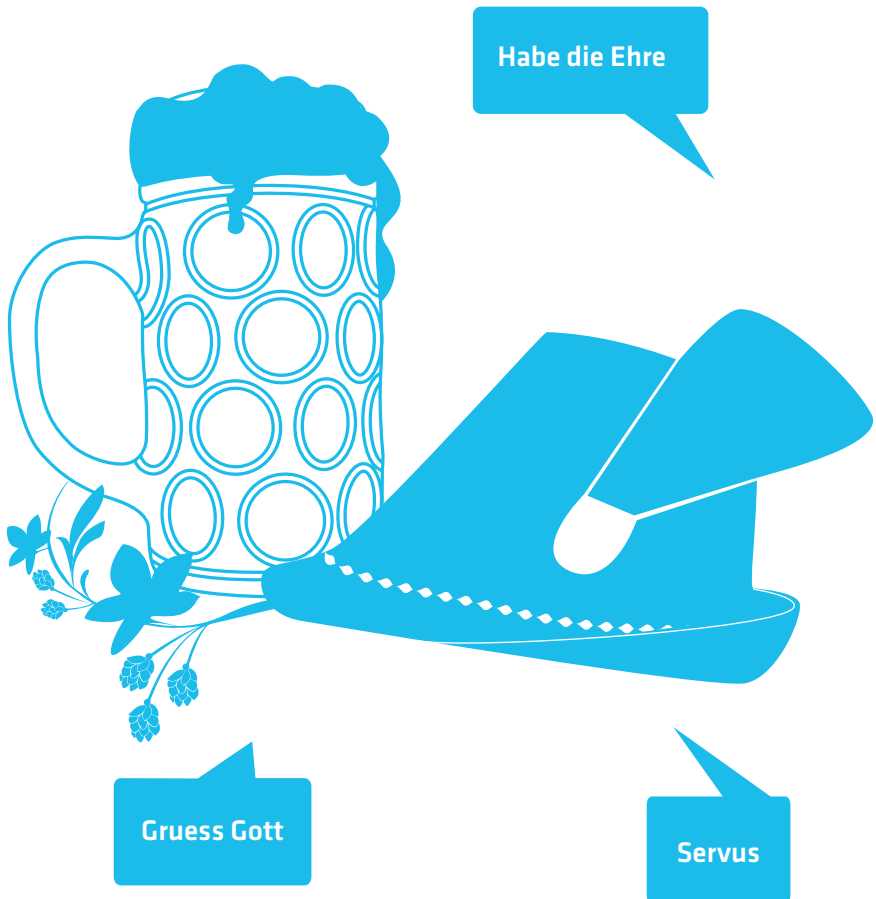
Mountain climbing in the Allgaeu – Bavaria is a state full of opportunities for both recreational hikers and endurance athletes





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Your Guide to Bavarian, Franconian and Swabian



Allmaechd	Franconian for God Almighty, exclamation of great astonishment and acknowledgment of something exceptional
a Mass	Bavarian term for: One liter of beer in the typical stein (Mass) (always use with the Bavarian article "a")
Babbadegg!	Swabian term for driver's license
Boddl	Franconian for bottle
Bursch(en)	boy(s), fellow(s), young man / young men
Dirndl	girls, young women, also: traditional festive dress
fesch	good-looking, attractive
Fix! Kruzifix! or Zefix!	strong, universal swearwords with plenty of variations, not considered heretically
Gaudi	fun, joke, experience
Geh weida	doubtful, skeptical: "You're not serious, are you?", "Stop it, will you?", "Leave me alone!"
Gstandnes Mannsbild	a real guy, comes across as dominant, also: full-figured (opposite of Haring)
Grischbala	Franconian for shorter people
Gruess Gott	the usual Bavarian salutation, literally: Greet God
Haring	a very thin man, opposite of "G'stand'nes Mannsbild"
Habe die Ehre	Bavarian / Swabian for "A pleasure to meet you", traditional very courteous salutation
Host mi!	affirmation, the Bavarian "Basta", literally: Got it?
Ja mei	Bavarian phrase of tolerance with a lot of meanings: "Never mind", "Doesn't matter", "I can't help it"; can be used universally by experts
Ois isi	taken from the English language ("Easy"), meaning: "No problem, we'll make it" or: "Everything is going easy"
Prost / Prosit	Bavarian-Franconian toast
Najgschmaeggda / Raigschmeeggda	Franconian / Swabian for newcomers
Rossmugga	Swabian for freckles



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- Sajdla** Franconian term for a stein
- Sauber, sog i** Exclamation of acknowledgment and astonishment about an achievement. Auxesis: "Da legst Di nieder"
- Schau ma moi** Bavarian Laissez-faire, meaning "Time will tell"
- Schmankerln** typical Bavarian delicacies
- Schmarrn** dismissive comment, "Rubbish"
- Schneggle** Swabian for "Schneckchen": good-looking girl
- Servus** casual and very personal "Welcome" or "Farewell"
- A weng** Franconian, originally: a little, in a conversation it is frequently used as a modesty phrase
- Wer ko, der ko** Bavarian for "Wer kann, der kann", a phrase expressing selfassurance as far as one's own skills are concerned
- Wiesn** Bavarian short form for the Oktoberfest taking place on the festival grounds outside the city of Munich



The pictorial Bavarian dialect is rich in country-specific swearwords. Visitors will usually not encounter this kind of Bavarian characteristic



Live where Others spend their Vacation

Links Living in Bavaria

www.bayern.by

The central portal by the Bayern Tourismus Marketing GmbH displays the diversity of leisure and holiday opportunities to the fullest extent. The site offers a panoramic view of information for leisure and vacation in Bavaria and offers comprehensive services.

www.youtube.com/bayerntourismus

Anybody who wants to tune into the attractions, natural resources or recreation opportunities in Bavaria should visit the youtube channel of the Bayern Tourismus Marketing GmbH.

www.schloesser.bayern.de

Bavaria's castles are not only world-famous testimonials from the past, but living venues, where one can now experience the past, modern or even the avant-garde in exhibitions or events.

www.kulturportal-bayern.de

The Culture Portal provides a comprehensive and current collection of events, exhibitions, attractions, typical customs and much more.

www.museen-in-bayern.de

Website of the Regional Office for Museums in Bavaria with tips, links and information on more than 1,200 museums in the free state.

www.state-of-health.bayern.de

The healthcare system in Bavaria is presented with this portal – from clinics to health services at community level.

www.blsv.de

The website of the Bavarian State Sports Association provides a concise overview of sports activities for everyone – from training recommendations to talent development for young people and sports activities for seniors.



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XIN CHÀO

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BONJOUR

GOEIE DAG

DOBŮR DEN

DOBRYJ DEN'

BUENOS DÍAS

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From Moscow to Sao Paulo, from California to Tokyo. Bavarian companies abroad and foreign companies interested in establishing business in Bavaria can easily rely on our expertise and resources at any time. Our employees are often already present in your home market. As experienced consultants for investors who think ahead with their clients, they may also include site-specific characteristics in corporate planning. With Invest in Bavaria, you will have a competent partner at your side to accompany you professionally through all phases of project realization.



Invest in Bavaria

Service as a Location Factor: Our Service Portfolio

First: Site Analysis

We ensure that you will make sound decisions

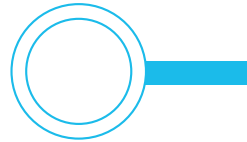
The more sound your information on possible locations, the safer and more efficient the next steps to determine for your business will be. Our mission is to create the basis for a reliable decision for you, with comparative and reliable information about the market and business environment, as well as on industry and technology networks. Our goal is to make the entire investment process as transparent as possible. We provide an overview of legal and fiscal framework, identifying potential funding and financing instruments.

On request, we can also provide you with other helpful services and professionals (lawyers, accountants, interpreters and translators, financial services, business consultants, relocation services, etc.).

Second: Site selection

We identify locations according to your criteria

Your investment guidelines determine the profile of a suitable location. Together we will evince the project site location criteria and provide site-specific data (cost, labor market, infrastructure, etc.). According to your wishes and needs, we will then identify suitable locations in Bavaria and build bridges to regions of interest. We will be glad to arrange location visits, accompany you on site and assist you in the final decision with advice, assistance and excellent contacts.



Third: Implementation

Your interface to relevant contacts

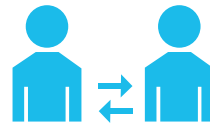
Once you have decided on your new location, we will take care that you will receive support from the right partners to ensure a swift implementation according to your ideas. We will examine funding options for your project and provide contacts with appropriate funding agencies and – if desired – to potential funding partners. Even with tax, legal and administrative issues, we ensure fast and smooth coordination with project-relevant authorities, including regional economic developers in the project execution. In personnel matters, we will support you with our contacts to the Federal Employment Agency, to appropriate job boards and portals, as well as to private employment agencies.

Fourth: Location development

Your partner for success

You want your Bavarian location to work successfully – and we will help with a range of development opportunities. We provide the information base for further success through access to local databases and business directories and industry networks such as Key Technologies in Bavaria. We will connect you with partners and business contacts at our events and inform you about current programs of the Bavarian Economic Development to develop new markets, in the area of research and development and for international cooperation.

Bavaria is a location that combines success and quality of life. We want to achieve both for investors and their employees. Bavaria has a rich cultural life of international communities, institutions and organizations from many countries and cultures. Invest in Bavaria is the mediator and facilitator of choice for these contacts.



→ DID YOU KNOW?

The Allianz Arena, the soccer stadium for the FC Bayern Munich and TSV 1860 Munich, has the largest membrane roof in the world. Approximately 2,760 diamond-shaped cushions made from ET-FE-film form 66,500 square meters of roofing and facade. The practical and futuristic design has been formative for many soccer stadiums and is characteristic of Bavarian engineering.



Invest in Bavaria

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Investors speak many languages – just like the team at Invest in Bavaria in Munich. Our staff speaks English, German, French, Spanish, Chinese, Japanese, Russian, Polish, Slovak and Indonesian. Meet us at trade shows

and conferences, investor seminars and company visits or through our marketing in advertisements and press releases.



With Invest in Bavaria, you can rely on a professional and personal all-round service that supports you in every step of your location decision.

Contact us – preferably in your native language!

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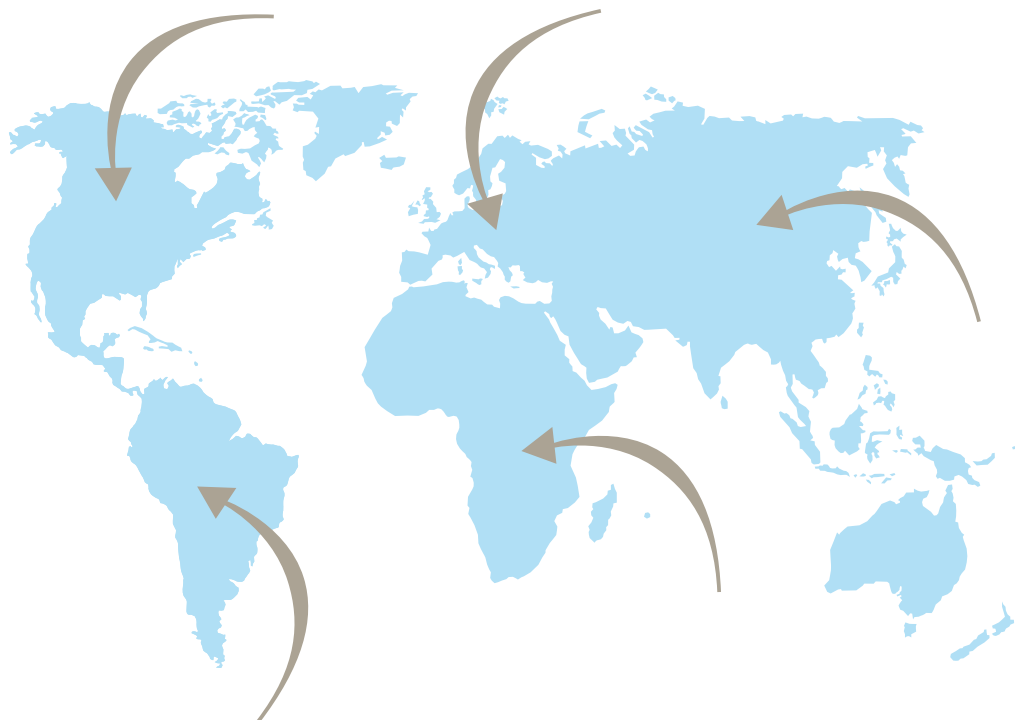
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