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Invest Facts and *in Bavaria* Figures



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Invest A state and *in Bavaria* its economy



Bavaria: portrait of a state

Bavaria: part of Europe

Bavaria is located in the heart of central Europe. As such, it forms the nexus of the trading routes linking the western, eastern, northern and southern reaches of the continent. This location and these transport arteries put all of the continent's business centers in easy reach. The location and arteries thus constitute a potent asset for the state's businesses.

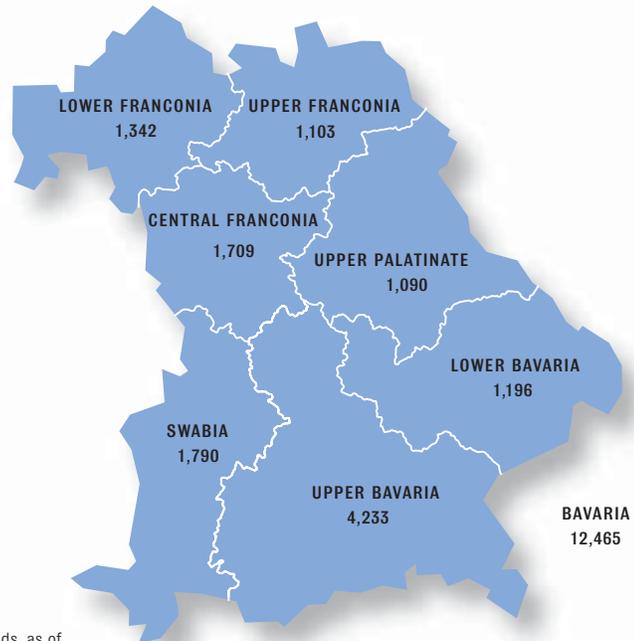


Bavaria: part of Germany

Bavaria covers 70,549 km². This makes it the largest of Germany's states. Bavaria is considerably larger than such EU member countries as Estonia, Denmark, the Netherlands, Belgium and Slovenia—and about the same size as Ireland.



Bavaria's administrative regions: population



in thousands, as of September, 2005

Bavaria: its government and its people

Its constitution sets up Bavaria as a state adhering to cultural and societal ideals, and governed by democratic principles and by a body of laws. These laws are formulated and passed by the Landtag, Bavaria's parliament, acting in its capacity as the representative of the people. Bavaria's state government is the administrative body executing the laws passed by the Landtag, and guiding the affairs of state. The government is comprised of the prime minister (governor), the ministers and the state secretaries. The state chancellery assists the governor and the rest of the state government in the carrying out of their constitutional duties. The work of the state government is divided into nine individual areas of responsibility, each handled by a ministry headed by a minister.

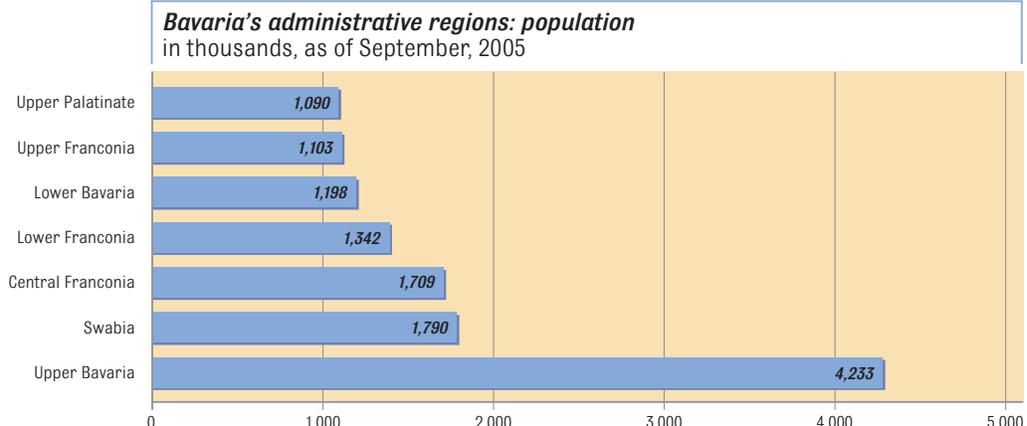
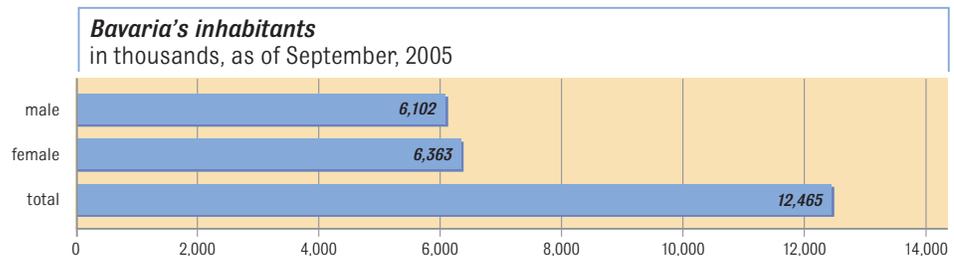
To provide a state-wide, regional level of governmental service, seven administrative regions were set up: Upper Bavaria, Lower Bavaria, Upper Palatinate, Upper Franconia, Central Franconia, Lower Franconia and Swabia.

The local level of the state government consists of 71 district boards and 25 city councils, each with considerable administrative autonomy.

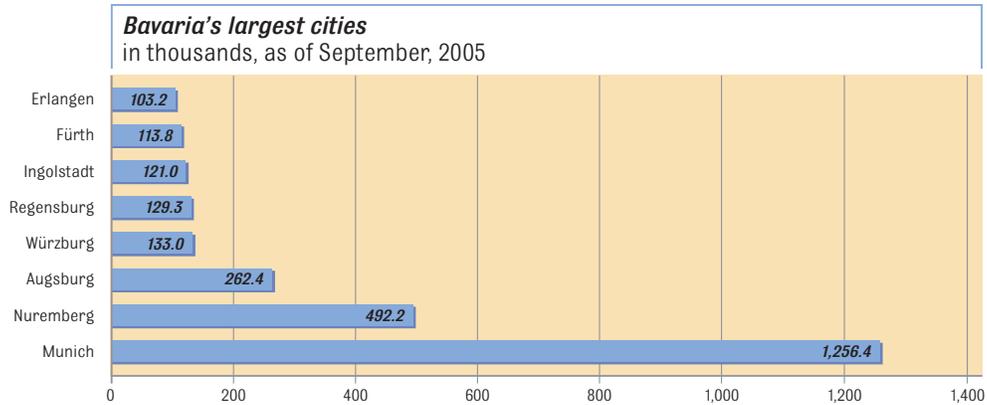
These authorities—the 7 regional, 71 district authorities and 2,056 local-level ones—have been entrusted with key administrative responsibilities and powers.

Bavaria's inhabitants

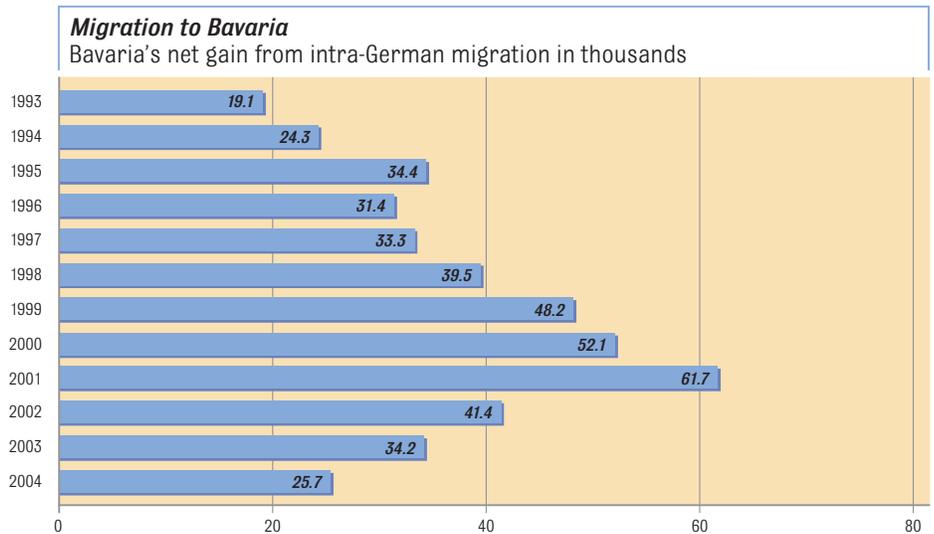
Bavaria has more than 12 million inhabitants. This makes it the second largest of Germany's states in this category. Bavaria's population is larger than that of Greece, Belgium, Portugal, Sweden, Austria, Denmark, Finland, or Ireland.



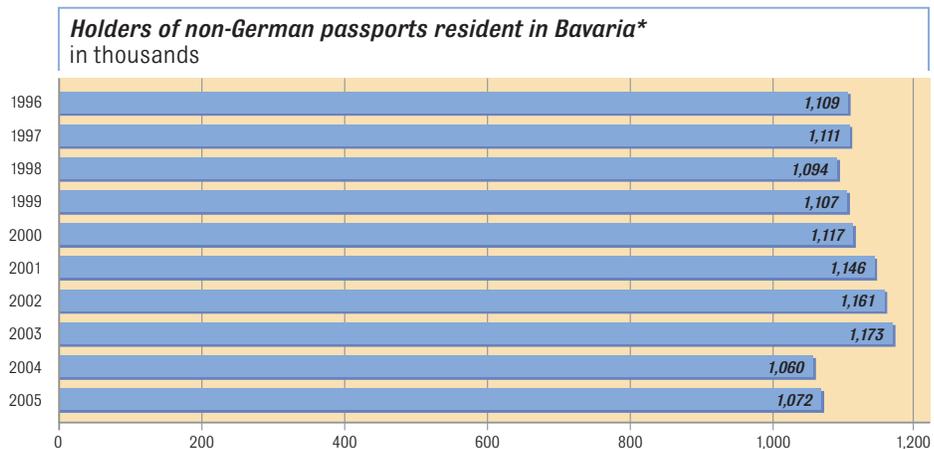
Bavaria has eight cities with populations greater than 100,000. They account for a fifth (20.9%) of the state's total population.



A large part of the rise in Bavaria's population has stemmed from net emigration from Germany's other states. This "chronic" imbalance details how attractive our state is. This ongoing immigration means that investors setting up or expanding operations in Bavaria can recruit personnel in a market extending far beyond state borders.



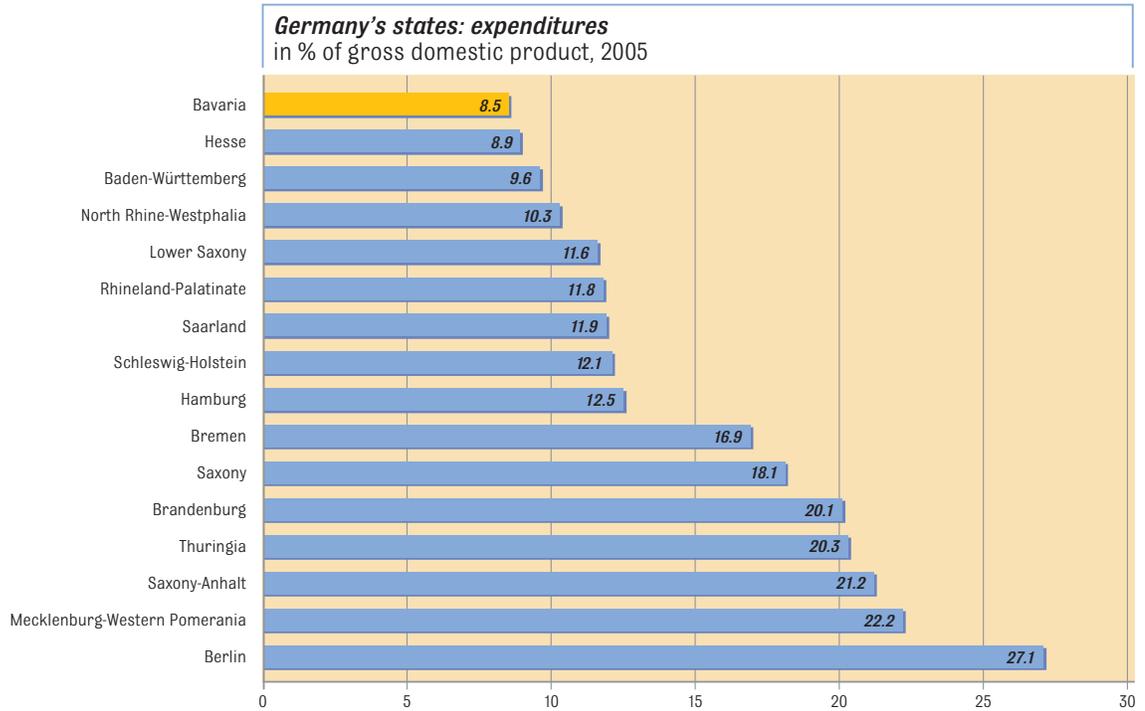
That Bavaria is an attractive place in which to work is a fact recognized far beyond state borders. Nearly one tenth of Bavaria's residents hold non-German passports.



* Census Bureau for Non-German Residents

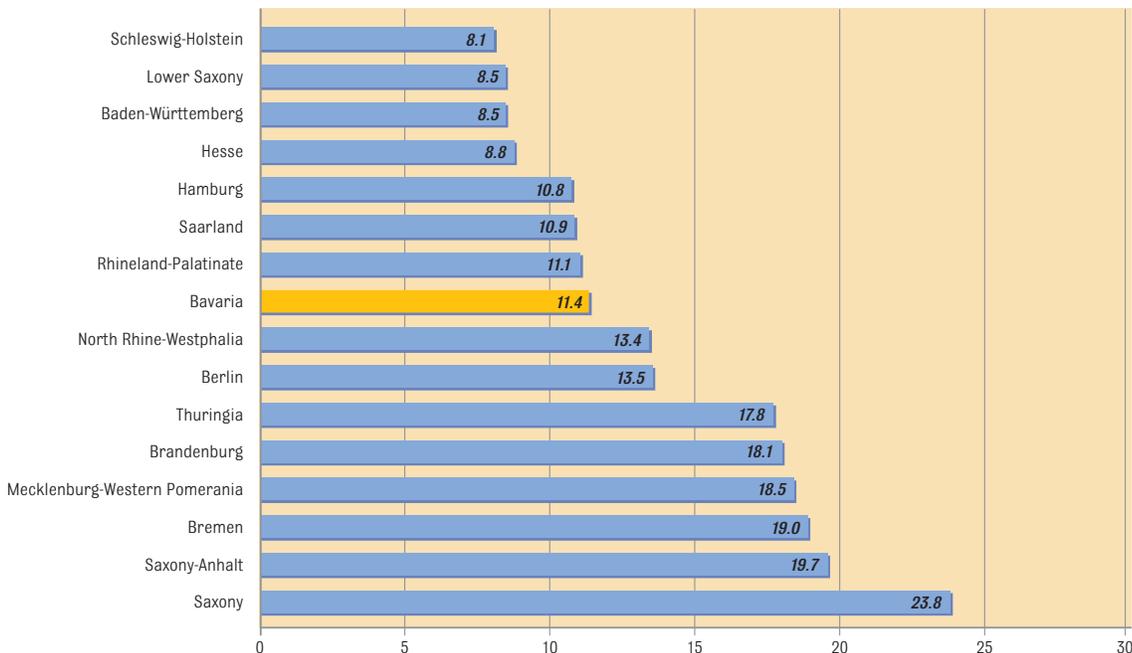
Bavaria has the lowest rate of public expenditure among Germany's states.

Having solid finances has always been SOP (standard operating procedure) in Bavaria.



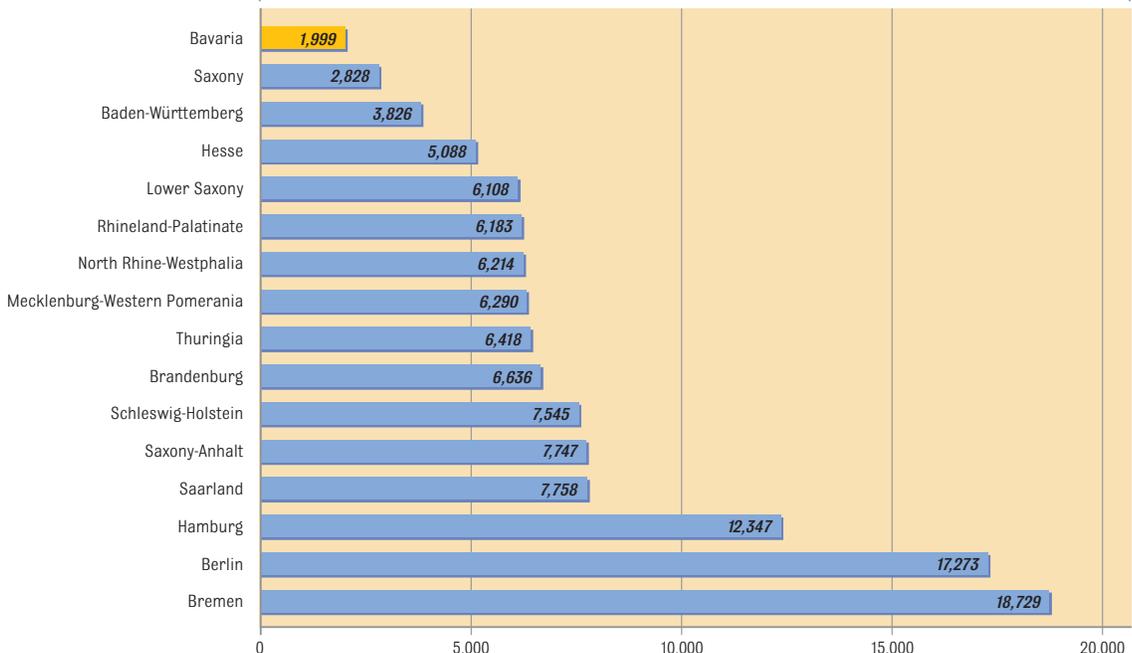
Bavaria has the fourth highest rate of public-sector investment among Germany's western states.

Germany's states: rates of investment
expenditures for capital investments in state budgets in 2005
(in % of total budgetary outlays)



Among Germany's states, Bavaria has by far the lowest rate of state indebtedness.

Germany's states: total indebtedness
in debt per capita, in €, 2005

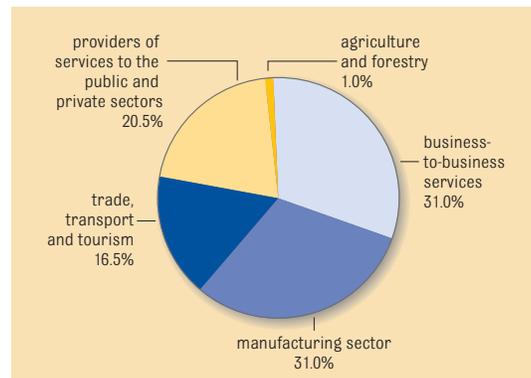


Bavaria's economy: its main features

Bavaria's economy: share of value added by its sectors

Bavaria's economy was once predominantly agrarian. Today, it features a mix of advanced sectors, with the agricultural and forestry sectors accounting for only some 1% of the economy's gross value added. Today's mix of high-tech industrial sectors and intelligent services—provided both by corporations and by a large number of self-employed professionals—gives Bavaria a very strong economic base, and makes it highly attractive to outside investors. They join with the state's large number of new, high-tech companies in giving Bavaria a highly advanced business community.

Economic sectors:
their share of the nominal gross value added in %, 2005



Industry

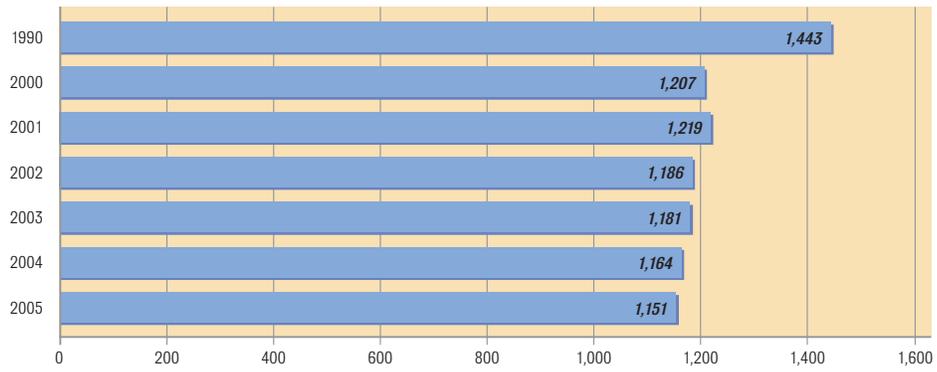
Bavaria's manufacturing sector in 2005: an overview

The state's manufacturing sector is the flagship of Bavaria's economy. A large number of service providers work closely with the state's some 7,700 industrial companies. In 2005, these companies employed some 1.2 million persons (a figure counting only those operations employing 20 persons or more), and had a total turnover of € 290.3 billion. Of that, € 131.8 billion went to markets outside Germany, translating into a 45.4% rate of exports (the figure for western Germany as a whole was 40.6%).

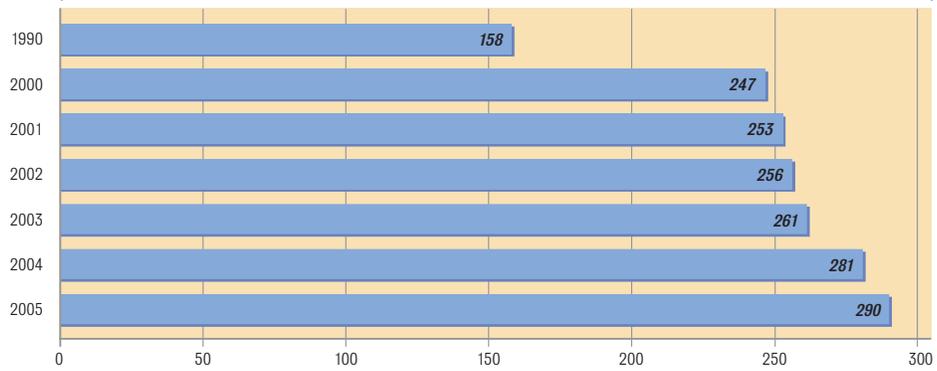
Companies



Employees
in thousands



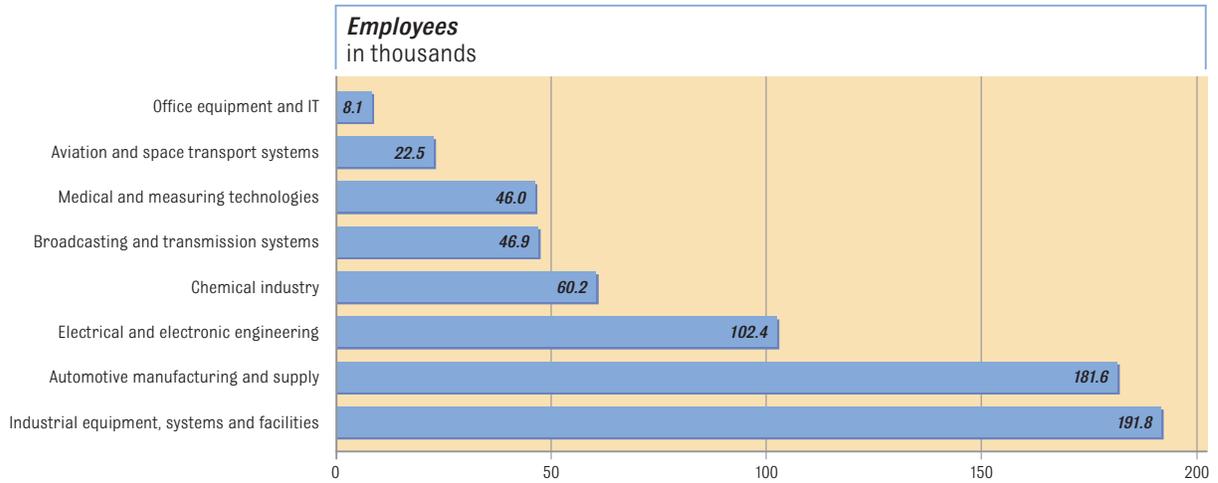
Turnover
in € billions



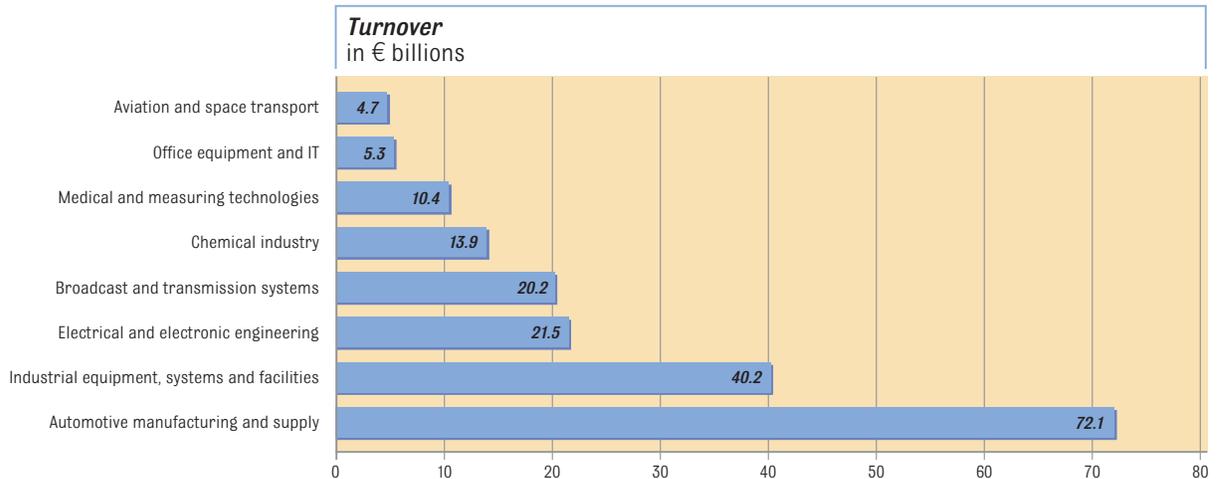
Bavaria's high-tech sector in 2005

Years of restructuring have given Bavaria high-tech sectors of a considerable size.

High-tech companies account for more than half (57.3%) of employment in Bavaria's manufacturing sector. That's much greater than the percentage applying to Germany as a whole (51.8%).



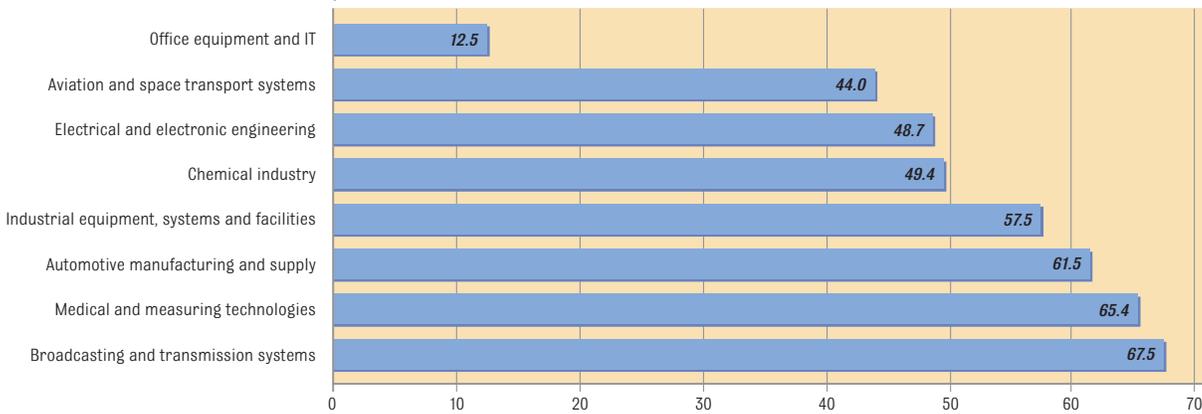
High-tech companies account for nearly two thirds (64.9%) of the total turnover earned by Bavaria's manufacturers. The Germany-wide figure: 55.1%.



Bavaria's high-tech companies earn 57.3% of their sales outside Germany. That's much higher than the rate prevailing for the state's manufacturing sector as a whole (45.4%), and the comparative figures for Germany as a whole (54.7% and 40.6% respectively). The growing number of technology-driven companies in the state is attributable to the clustering of renowned institutes of research. These are outfitted with large-sized budgets and staffed by highly-qualified personnel. The sectors showing the greatest level of high-tech achievement include (with this only partially referring to the above listings of sectors)

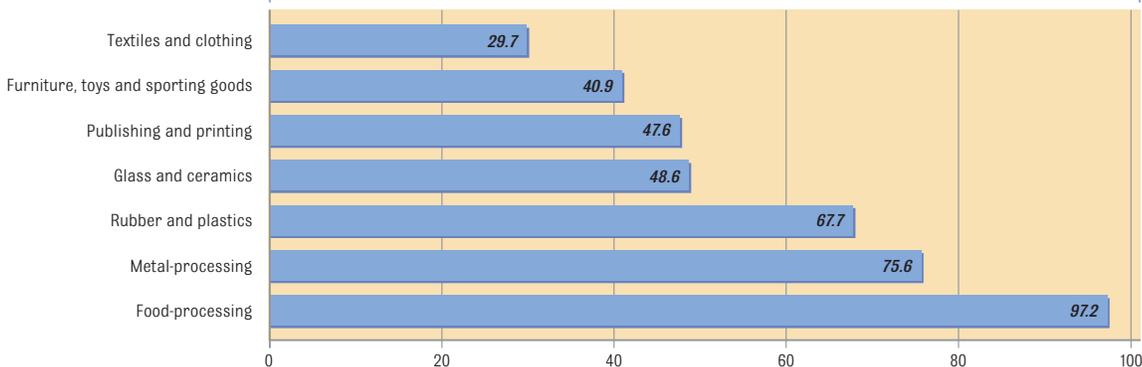
- electronics and microelectronics
- laser-based technologies
- genetic engineering and biotechnologies
- material engineering
- information and communication technologies
- environmental technologies
- automation.

Rates of high-tech exports
turnover outside Germany as % of total turnover.



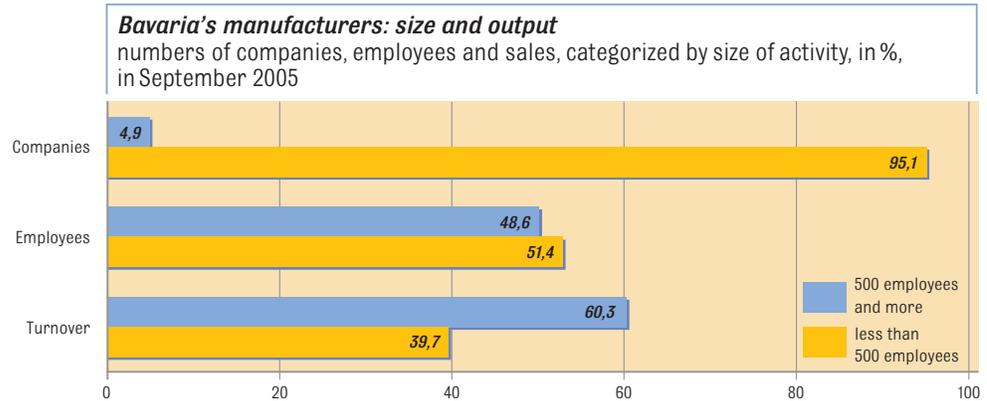
Bavaria's manufacturing activities include all major, individual areas of production. Comprised in this mix are both the high-tech and traditions-derived sectors.

Bavaria's industry: further important areas of activity
employees in thousands

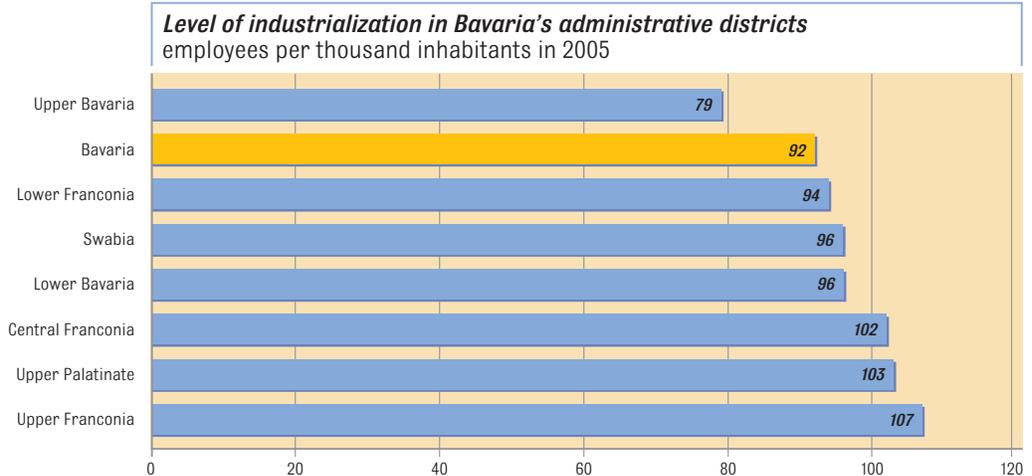


Bavaria's manufacturers: size and output

Bavaria's manufacturing sector is characterized by a preponderance of small and medium-sized companies. Some 95.1% of all companies in Bavaria have less than 500 employees. Their relative smallness goes hand in hand with a willingness to innovate. While few in number, the state's major companies operate on such a large scale that they account for some 60% of the sector's total turnover.



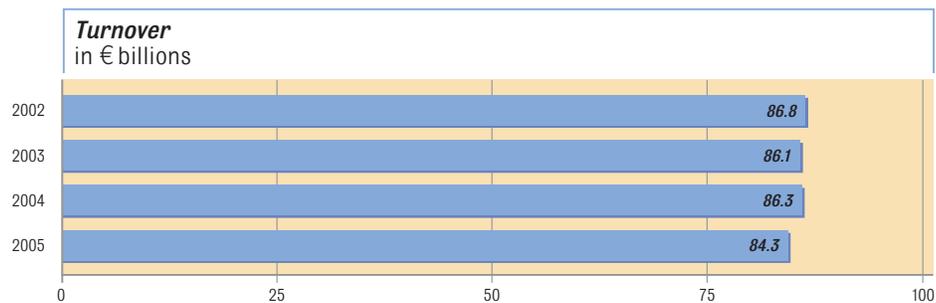
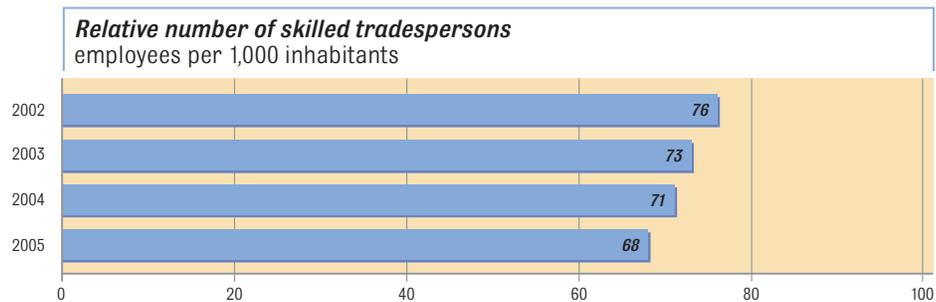
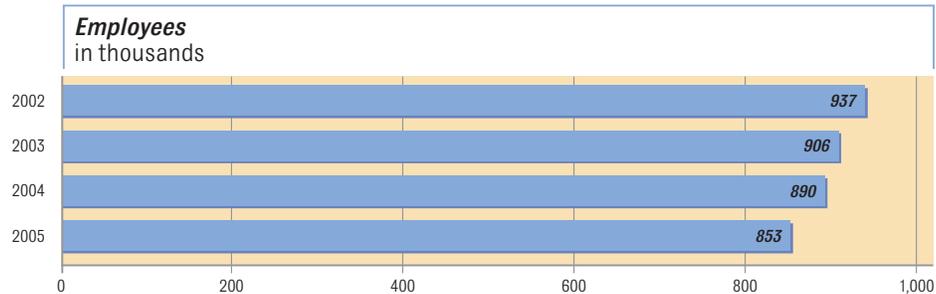
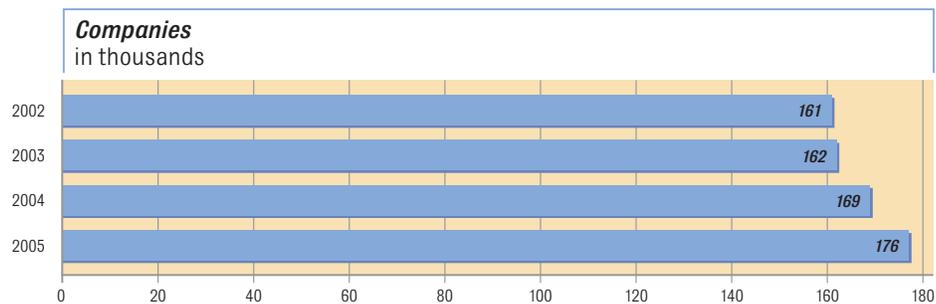
Bavaria's industrial sector*: a region by region analysis



* including those companies with 20 or more employees

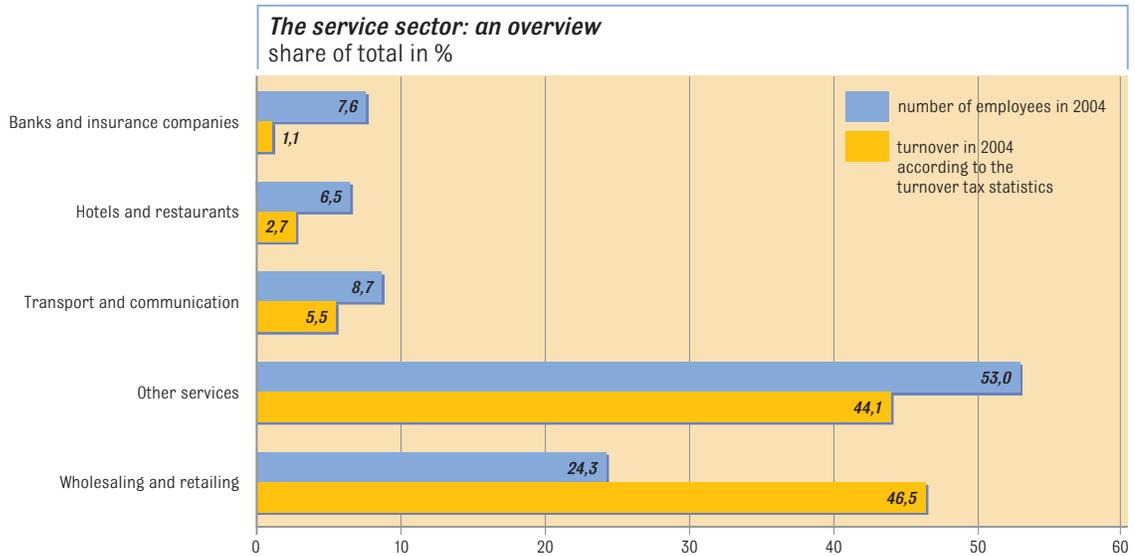
The skilled trades

The strength of the skilled trades sector derives from the great breadth shown by the products and services it offers. All of the sector's companies produce on an individual basis and are managed by master craftspersons, who attain this certificate of qualification by completing a special course of vocational education. Numbering 94 individual areas, the skilled trades are collectively the second largest employer in the state of Bavaria, and account for 9% of the state's GDP. The breadth of their activities has been one of the key motors of Bavaria's prosperity.

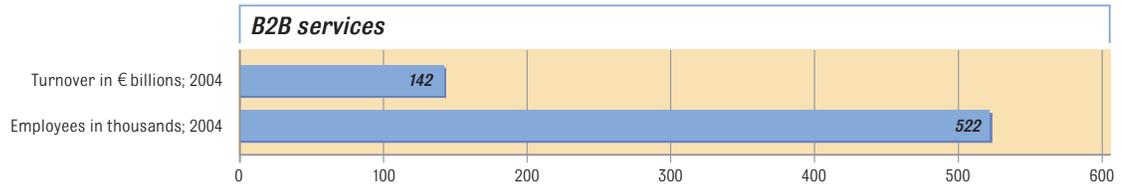


The service sector

Nearly half the persons (47%) employed in the state's tertiary sector work for companies providing trading, transport, communication, financial (banking and insurance), hospitality and other classic kinds of services. These account for some 56% of the sector's turnover.



The remainders are accounted for by a wide variety of other kinds of services. These are predominately business-to-business in nature and are often provided by professional contractors. These include computer and business consulting, data processing, tax and legal advising, engineering, janitorial, recruitment, R+D and other kinds of services.



Insurance

As of 2005, Bavaria's insurers employed some 60,000 persons. Munich is a leading center of the world's insurance industry. Headquartered in the city are Allianz, one of the world's leading providers of primary-level insurance, and Münchner Rück/Munich Re (by revenues, the world's largest reinsurer).

Also based in the city are the major subsidiaries maintained by non-German primary insurers and reinsurers, a range of medium-sized insurance companies and a number of specialists providing coverage against technical, credit, legal, travel-related and emergency-based risks.

As of the end of 2004, some 70 insurers were headquartered in Munich. They held around a third of the German market.

Banks

Bavaria's banks employ 126,000 people (as of 2005). Both the HypoVereinsbank and BayernLB, two of Germany's big players, are headquartered in Munich. Both have extensive dealings with central and eastern Europe. LfA Förderbank Bayern is a state-based institution set up to provide financing.

Stock and securities exchange

Bavaria's stock and securities exchange is located in Munich. In 2005, trading in the 6,300 issues listed on it generated a turnover of € 15.4 billion.

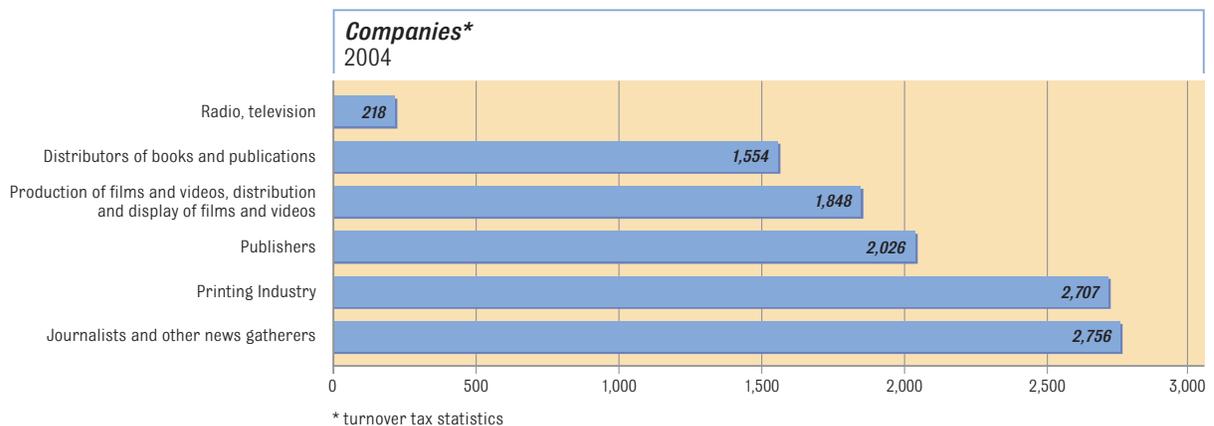
Software

Bavaria is home to many of Germany's leading software development, maintenance and application companies and professionals. They also offer a wide range of related training programs.

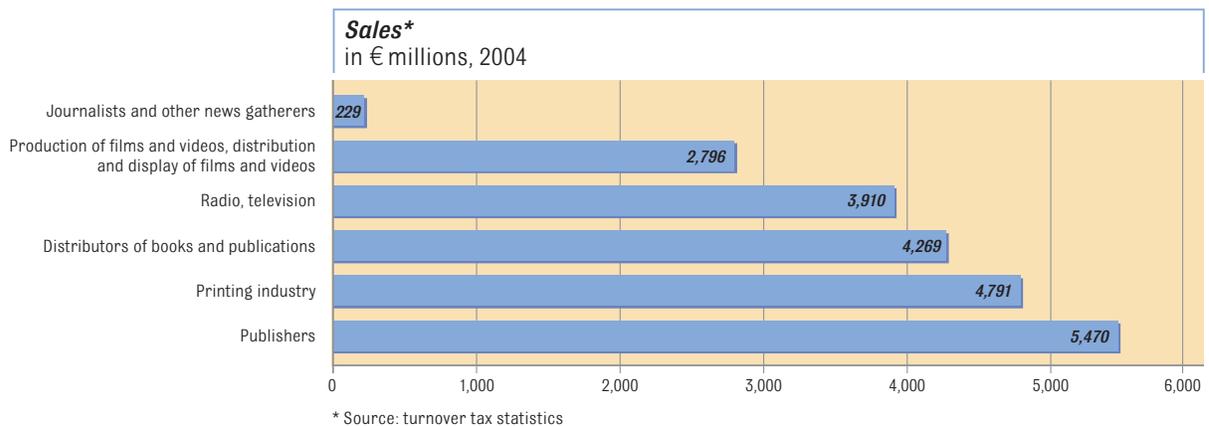
Media

In 2004, the some 11,000 production and service providers comprising Bavaria's media sector had total revenues of some €21 billion. The number of employees working in the sector in 2004 came to approximately 140,000.

Ranked by number of companies, it is the printing industry which is the largest of the six industries forming the state's media sector. Its more than 2,700 enterprises account for some 25% of the total. The category comprised of journalists and other news gatherers has a nearly 25% share; publishers, nearly 18%; the companies producing, distributing and displaying films and videos as well as books and publications, have shares of 17% and 14% respectively.



Ranked by revenues, publishing and printing vie with distributors of books and publications for the top spot. Together, they account for two thirds (25.5%, 22.3% and 19.9% respectively) of the state sector's total turnover. Radio and TV broadcasters account for a further 18.2%.



Ranked by number of employees, it is the printing industry, with some 37% of the total, and the publishers, with some 34%, which dominate the listings. Their 99,000 employees account for over two thirds of the sector's total workforce. A further 41,000 employees work for the other industries in the media sector:



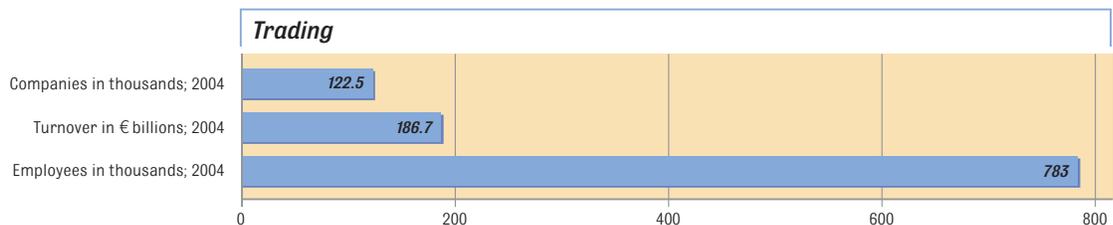
Munich is the leading media center in Germany, and one of the leaders in the world. A study conducted by Munich's chamber of commerce revealed that more 185,000 people work in the media sector in greater Munich. Headquartered in the Munich region are Bavaria Film Production and such major broadcasters as Bayerischer Rundfunk, Pro Sieben, RTL 2, Kabel 1, 9 Live, DSF, Tele 5, Home Shopping Europe, Disney Channel, Universal Studio Networks, MGM and Discovery Channel. Also accounting for the unparalleled concentration of media activity in greater Munich is the presence of Germany's largest platforms for digital television, the Premiere pay TV service and Kabel Deutschland—Europe's largest provider of cable-relayed TV programming.

Some 200 publishing houses are located in Munich. They include Random House, Deutscher Taschenbuchverlag, Oldenbourg, Langenscheidt und Carl Hanser. Each year, more than 8,700 books (first editions) are published in Munich. This number ranks Munich second only to New York. Also headquartered in the city are such major publishers of publications as Hubert Burda Verlag, Süddeutscher Verlag, Münchner Zeitungsverlag and C. H. Beck—a leader in the field of trade journals.

Trading

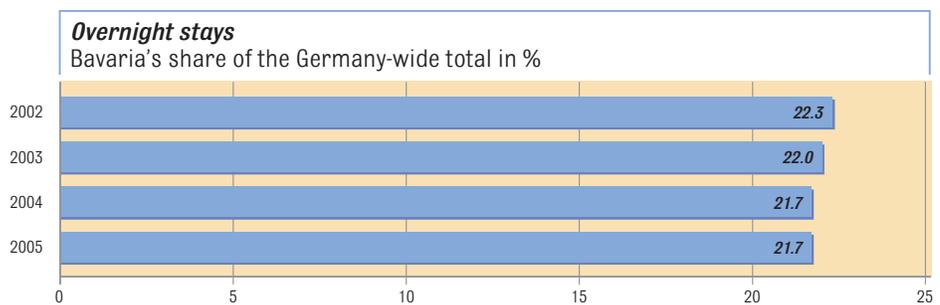
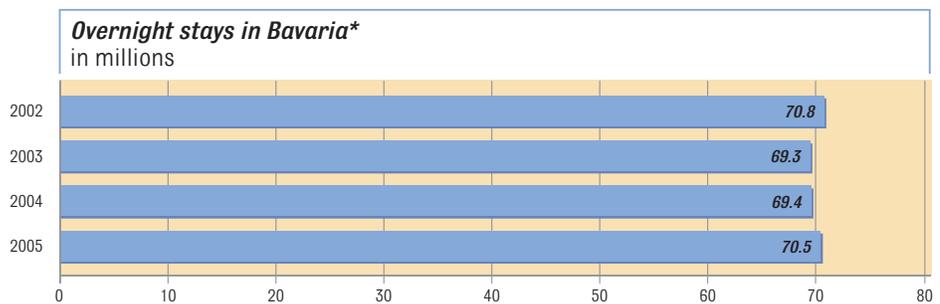
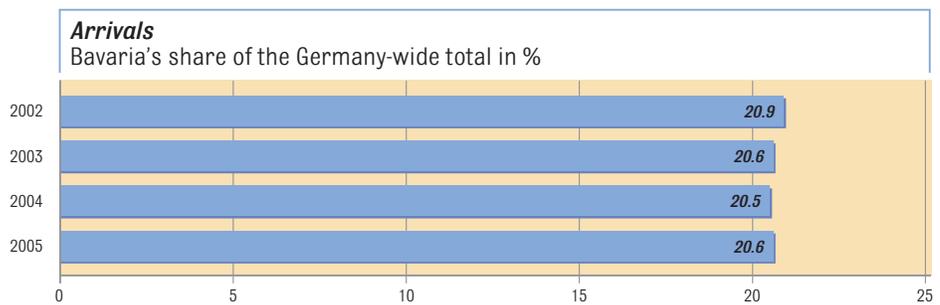
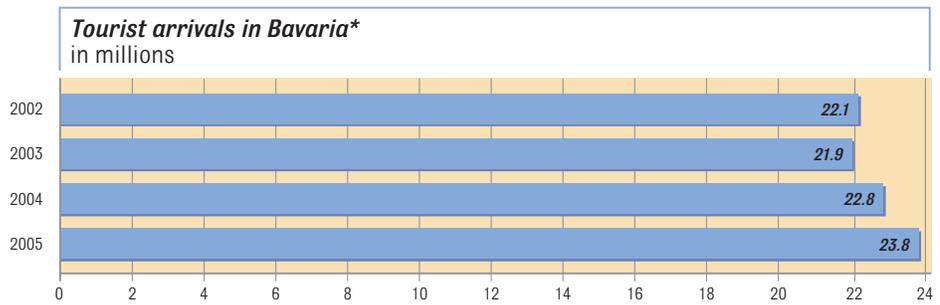
The trading sector occupies an important position in Bavaria's economy, contributing some 9.6% of the real total gross value added by the state's economy.

The 122,500 trading companies in Bavaria employ 783,000 persons and earn a total turnover of € 187 billion. Of this turnover, 55% stemmed from the wholesaling area, 39% from retailing and 4% from the brokers of transactions. The remaining 2% came from maintenance and repairing activities. Two thirds of the trading companies in Bavaria are retailers and one fifth are wholesalers. These proportions also hold largely true for the number of persons employed in the sector.



The tourism industry

Bavaria is Germany's leading center of tourism. One key reason for the state's position in this area: the quality and scope of services provided by Bavaria's hotels, restaurants and other tourist facilities.



* in establishments with 9 or more beds.

Source: Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology, according to data provided by the Bavarian Office for Statistics and Data Processing and by Germany's Federal Office of Statistics

Electrical and electronic engineering, information and communication technologies

Bavaria's electronics industry enjoys a reputation for excellence the world over. The industry has provided many high-tech sectors with the developments leading to pathbreaking advances. A large number of leading ICT (information and communication technologies) companies have set up production facilities in Bavaria.

BSH Bosch und Siemens Hausgeräte

Household appliances

Cherry Mikroschalter

Keyboards, automotive electronics

Epcos

Electronic components

GE General Electric

Electrical and electronic engineering

Infineon Technologies

Semiconductors

Kathrein-Werke

Antenna technologies

Kontron Embedded Computers

Full-range computer systems

Loewe

Consumer electronics

Osram

Lamps and illumination systems

Rohde & Schwarz

Communication technologies,
measuring instruments

Semikron

High-performance semiconductors

Siemens

Electrical and electronic engineering

Industrial engineering

Bavaria's industrial engineering sector has earned a worldwide reputation for excellence. More than two thirds of the industrial equipment produced in Bavaria is exported. Components such as drive units and axles are highly regarded for their unexcelled precision of machining and reliability of operations.

INA-Schaeffler KG

Ball bearings, linear guidance systems,
motor components

König & Bauer

Printing machines

Krones

Facilities filling bottles and other
dispensers of drinks

Kuka Roboter

Automation systems, industrial robots

MAN Roland

Printing machines

Reis Robotics

Automation systems

SKF

Roller bearings, cutting tools,
grinding machines

Zahnradfabrik Passau

Industrial equipment and drive units

The automobile, aviation and space transport industries

Motor vehicles manufactured in Bavaria are known around the world for their unique mix of technological excellence and elegant design. It is these qualities, which are accompanied by the highest achievable degree of environmental compatibility, which have elevated Bavaria's manufacturers to prominence on world markets.

Audi Motor vehicles	Liebherr-Aerospace Lindenberg GmbH Avionic components
BMW Motor vehicles	MAN Nutzfahrzeuge Trucks and buses
EADS Aviation and space transport vehicles and systems	MTU Aero Engines GmbH Propulsion units
Eurocopter Helicopters	ZF Sachs AG Propulsion systems, automobile components

Chemical, pharmaceutical and plastics processing industries

Bavaria's chemical, pharmaceutical and plastics processing industries are comprised of some 800 advanced, high-performance and innovative companies manufacturing products in strong demand around the world. Much of this demand stems from a large number of high-tech companies operating in the electronics, medical technologies and automobile sectors, with which the 800 maintain close relationships of supply.

Baxter Deutschland GmbH Medications for the treatment of blood and circulatory ailments	Sankyo Pharma GmbH Pharmaceuticals
Degussa AG Processed raw materials, chemicals used in construction, industrial and technical chemicals	Süd-Chemie AG Bentonite, bleaching earth, special-purpose catalysts for the chemical industry
Dyneon PFTE, fluorene thermic plastics and elastometers, related additives	Vinnolit Kunststoff GmbH PVCs, chlorine derivatives
Glaxo SmithKline GmbH & Co. KG Vaccinations, biopharmaceuticals, diagnostics	Wacker Chemie AG Polymers, silicon, hyper-pure silicates, silicon carbides, high-tech ceramics
Novartis Pharma GmbH Pharmaceuticals	

Gene-based and other kinds of biotechnologies

Bavaria has become the number one center of biotechnological development in Europe over the last few years. This center is comprised of renowned institutes of research and of predominantly small-sized companies, of which there are 120 in metropolitan Munich alone. Centered around its dedicated incubation center, Martinsried (a southwestern suburb of Munich) has become a main locomotive of development in the world's biotech industry. Other centers are found in Regensburg, Würzburg and Weihenstephan.

4SC

Medications treating cancer and infections

Bavarian Nordic GmbH

Medications used in the treating of cancer and infectious diseases

Biomax Informatics AG

I-biotech

GPC Biotech AG

Development of advanced anti-cancer pharmaceuticals

Geneart AG

Production of synthetic genes

IDEA AG

Substances incorporated into painkillers and dermatologic medications

Ingenium Pharmaceuticals AG

Animal-based target screening

Institut Virion Serion GmbH

Diagnostics used in treating infections

MediGene AG

Medications used in the treating of heart diseases and tumors

Micromet GmbH

Antibody-based therapeutics

Mikrogen GmbH

Diagnostic systems used in treating infections and disorders of the immune system

MorphoSys

Antibody-based technologies used in the identifying of new pharmaceuticals

MWG Biotech

DNA-related synthesizing and sequencing

November AG

Molecular-level medical technologies

Roche Diagnostics GmbH

Diagnostics, oncology

Trion Pharma GmbH

Trifunctional antibodies combatting cancer

Glass and fine ceramics

Bavaria has traditionally been one of the main centers for the production of glass, ceramics and porcelain. New areas of application have been created for ceramics, which are now to be found in medical systems, microelectronic components, high-temperature insulation systems, and in catalytic converters. The exceptional chemical, electrical and thermal properties displayed by components manufactured from glass, ceramics and other materials have led to a wide range of high-tech products. Bavaria is at the cutting edge of this field.

BHS tabletop

Porcelain for use in homes and restaurants

Ceram Tec

Technical ceramics used by the automotive, electronics and medical technology industries

FLABEG

Vehicle mirrors, glass used in photovoltaic applications, innovative glass-based systems used in buildings

Flachglas Wernberg

Production and processing of plate glass

Göbel

Hummel figurines

F. X. Nachtmann Bleikristallwerke GmbH

Lead crystal objects

Rauschert

Technical ceramics used by the electronics and industrial engineering industries

Rosenthal/Hutschenreuther/Thomas

Household, decorative porcelain and design services

Schott/Rohrglas

Special glass tubes and rods

Schott/Zwiesel Glaswerke

Glasses of various descriptions and gift articles manufactured from crystal

Staatliche Porzellanmanufaktur

Tableware and plastic objects

Wacker Ceramics

Technical ceramics used in industrial facilities

Fashion

Items created by Bavaria's clothing industry extend from elegant apparel of classic design to the latest offerings of the avant-garde, from traditional costumes to apparel in today's "international country look," from sturdy sporting attire to high-performance sportswear.

adidas

Sports shoes, sportswear and accessories

Etienne Aigner

Leatherwear and accessories

Bogner

High-fashion apparel and sportswear

Escada

High-fashion apparel for women

Gabor

Shoes

H.I.S. Sportswear Europe

Jeans

Kunert

Stockings

S. Oliver

High-fashion apparel and sportswear

Puma

Sports shoes, sportswear and accessories

Strenesse

High-fashion apparel

Textilgruppe Hof

Textiles

Triumph International

Lingerie

Software design and other services provided to and by the information and communications industry

Many of the world's leading ICT (information and communication technologies) companies have set up subsidiaries in Bavaria. The reasons why they selected the state: Bavaria is part of the pan-EU market, is right next door to the emerging markets in central and eastern Europe, has world-class transport and telecommunications infrastructure and is very much pro-technology and pro-business.

3Com

Networks

Apple Computer

Computers

Cisco

Networks

Fujitsu-Siemens

Computers

Intel

Microprocessors

Lucent

Optical-based networks,
mobile communication systems

Microsoft

Software

NCR

Computers

Novell

Software

NTT DoCoMo

Operators of mobile telephone networks

O₂

Operator of mobile grid

Oracle

Information management systems,
databanks

Silicon Graphics

Software

Sun Microsystems

Servers

Texas Instruments

Semiconductors

Toshiba

Computers

Yahoo!

Internet portal

Call and communication centers

The majority of the 5,000 largest companies use call centers to support their sales and follow-up activities. Thanks to this, call and communication centers remain one of the fastest-growing sectors. This growth has been accompanied by an increase in the demand for the high-level skills held by agents, whose job, thanks to technical innovations, is growing increasingly complex. Agents now also communicate with customers via E-mail, chat forums and text messaging. E-mails are also increasingly being employed as an instrument of direct marketing.

There are now more than 300 call and communication centers in Bavaria. These centers avail themselves of the state's large-sized pool of highly-skilled personnel. Eastern Bavaria is proving an especially attractive place to set up call centers, thanks to the region's state-of-technology communication infrastructure, and to its relatively low wage, real estate and other operating costs.

Big Number e.V. was founded in 2000. Supported by Bavaria's economics ministry, this association of operators (both in-house and third party) of call and communication centers and of providers of vocational training and other dedicated services serves as an advocate of the interests of its members.

If you want to set up a call or any other kind of communication center, you can't do better than Bavaria!

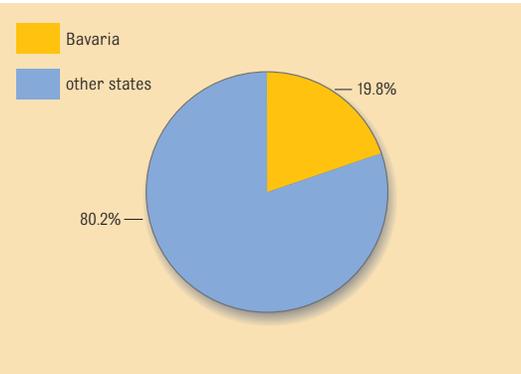
Examples of companies which have set up such centers in Bavaria:

<i>Proprietary call and communication centers</i>	<i>Call and communication center agencies</i>
ADAC	Bilog
AEG	cca24
GKS Gesellschaft für Kommunikations Service	Combitel Gesellschaft für Dialog-Marketing mbH
HypoVereinsbank	Communication Center Nürnberg (CNN) GmbH
Profectis	defacto Marketing
Quelle Versicherungen	Jäger und Schmitter
	Samhammer AG
	Sellbytel

Bavaria's economy: key figures

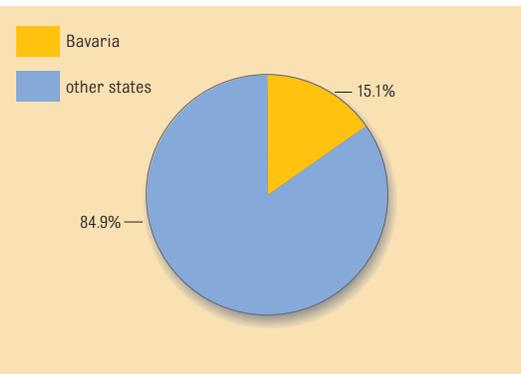
Bavaria's comparative position in the Federal Republic of Germany

Area
in %, 2005



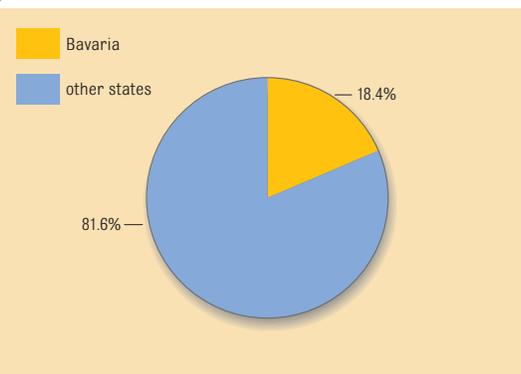
Bavaria has the largest area of any German state.

Population
in %, 2005



Bavaria has 15.1% of Germany's population ...

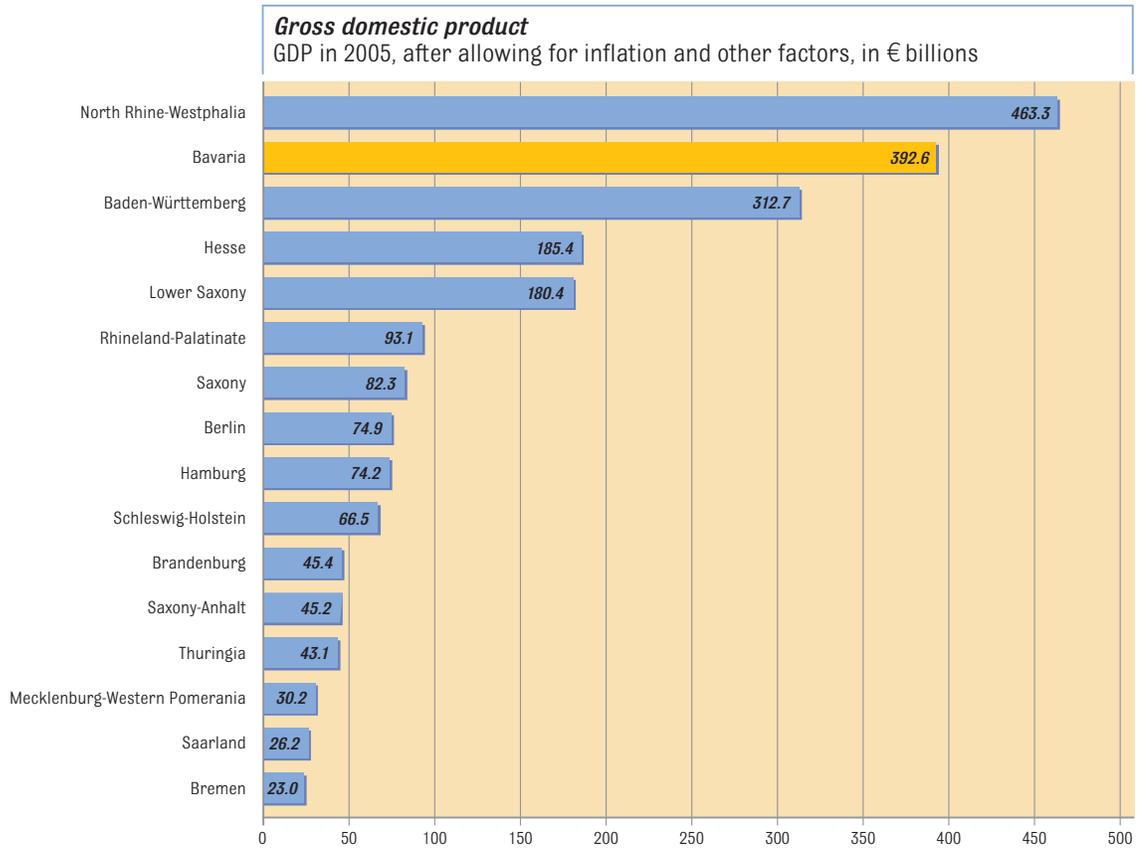
GDP (after allowing for inflation)
in %, 2005



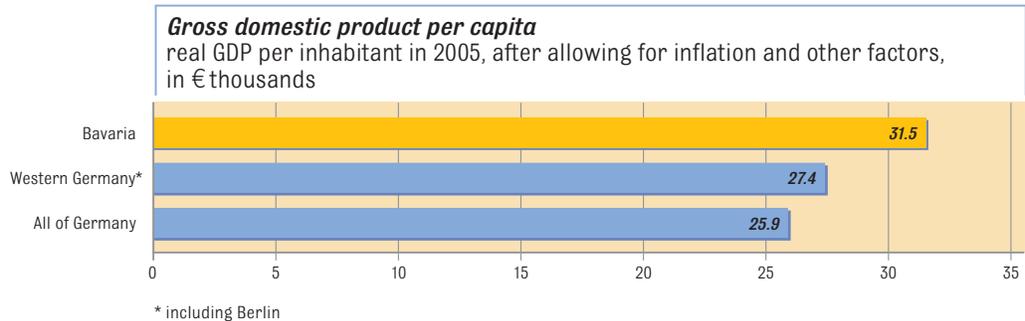
... and produces 18.4% of Germany's GDP.

Bavaria's comparative position in Germany

In 2005, Bavaria's economy generated goods and services worth—after allowing for inflation—€ 392.6 billion, the second largest total of Germany's states. That was nearly 60% more than the total collectively achieved by the country's eastern states—€ 246 billion.



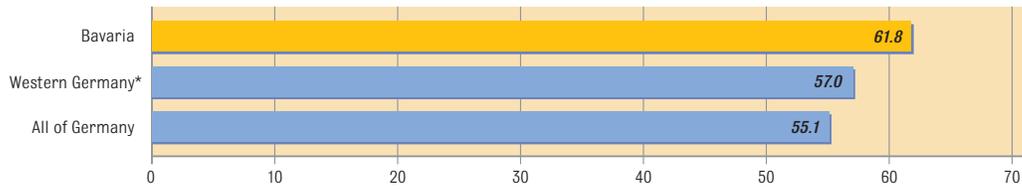
For many years, Bavaria's GDP per capita has exceeded that of western Germany as a whole. In 2005, this difference came to 4.1 percent points. Add in the country's eastern states, and this gap rises to 5.6 percent points.



As calculated by GDP per employee, Bavaria's productivity exceeds that of western Germany as a whole, notwithstanding the higher rate of employment prevailing in Bavaria, in which 47.6% of all adults are employed. The comparable figure for western Germany: 44.6%.

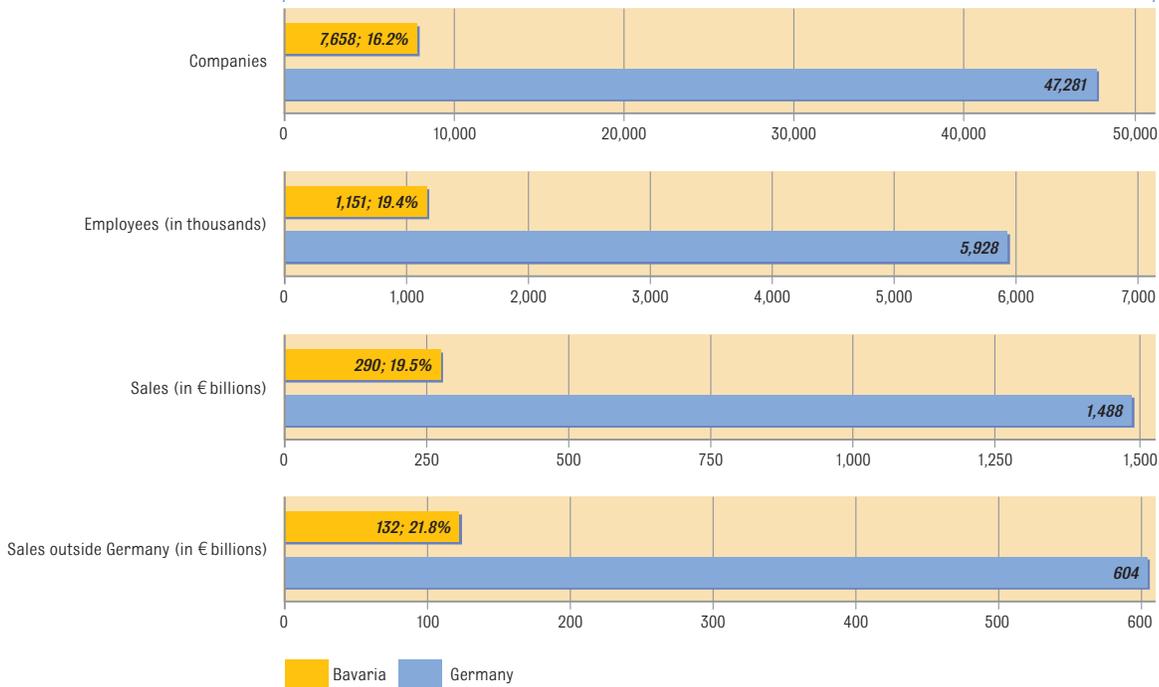
Bavaria's economy: productivity

GDP per employee in 2005, after allowing for inflation and other factors, in € thousands



Bavaria's manufacturing sector: key figures

in absolute figures and expressed as Bavaria's share of Germany's total, in %, 2005



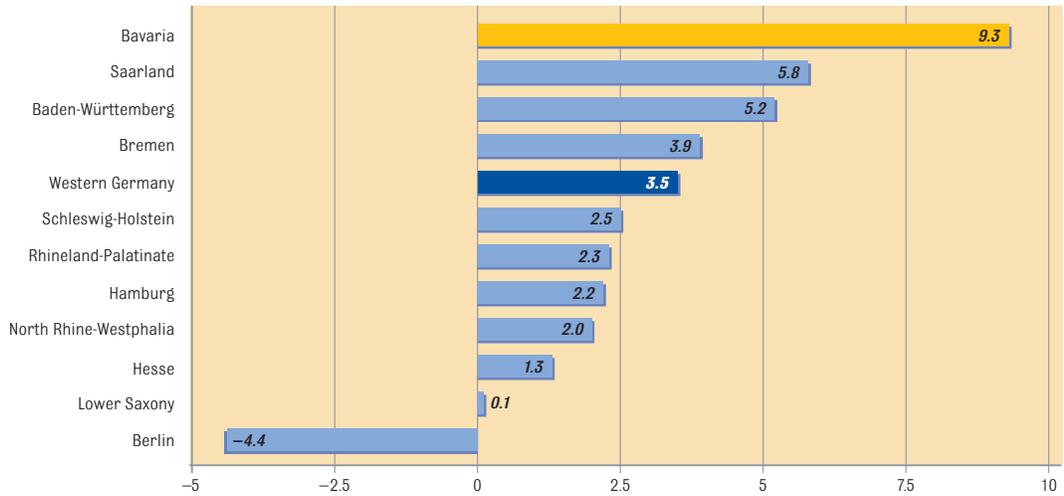
* including Berlin

Economic growth: national and international-level comparisons

Growth of GDP (in real terms)

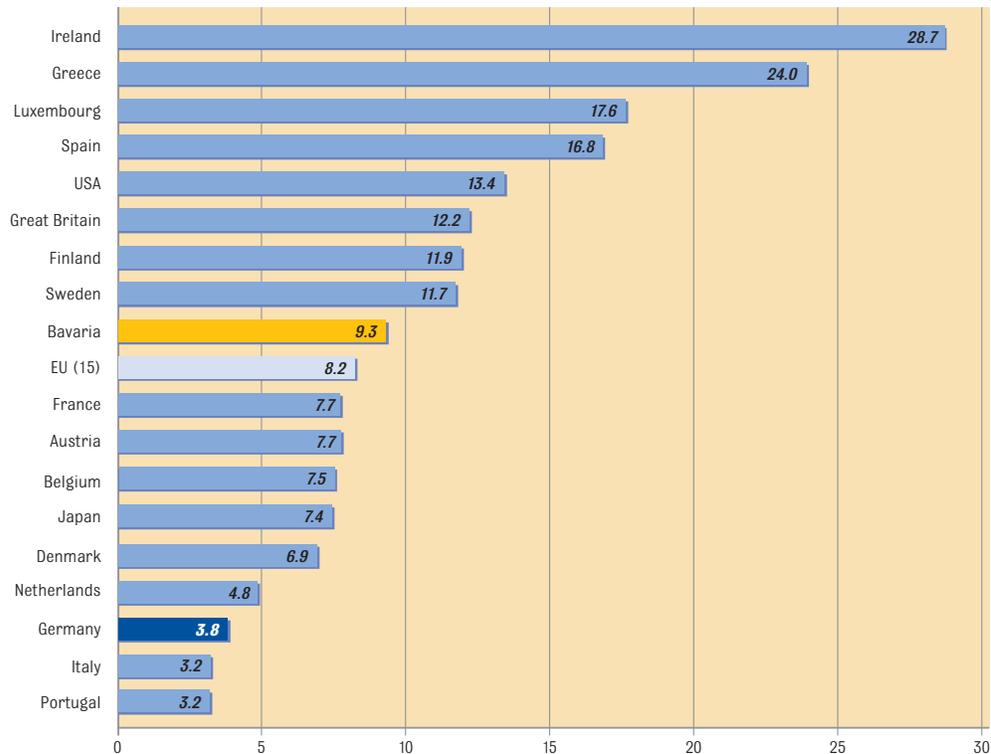
Bavaria is the growth leader among Germany's western states. Its rate of growth is also far higher than that of the 11 states as a whole.

Rates of growth: Bavaria and the rest of western Germany (2000–2005, in %)



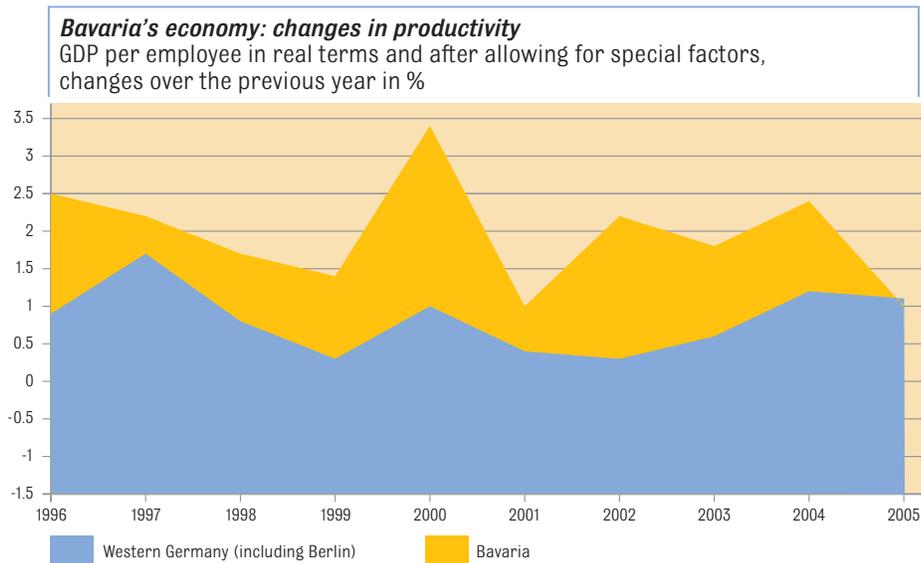
Bavaria's rate of growth is greater than the EU's average.

Rates of growth*: Bavaria, the EU (15), the USA and Japan (2000–2005, in %)



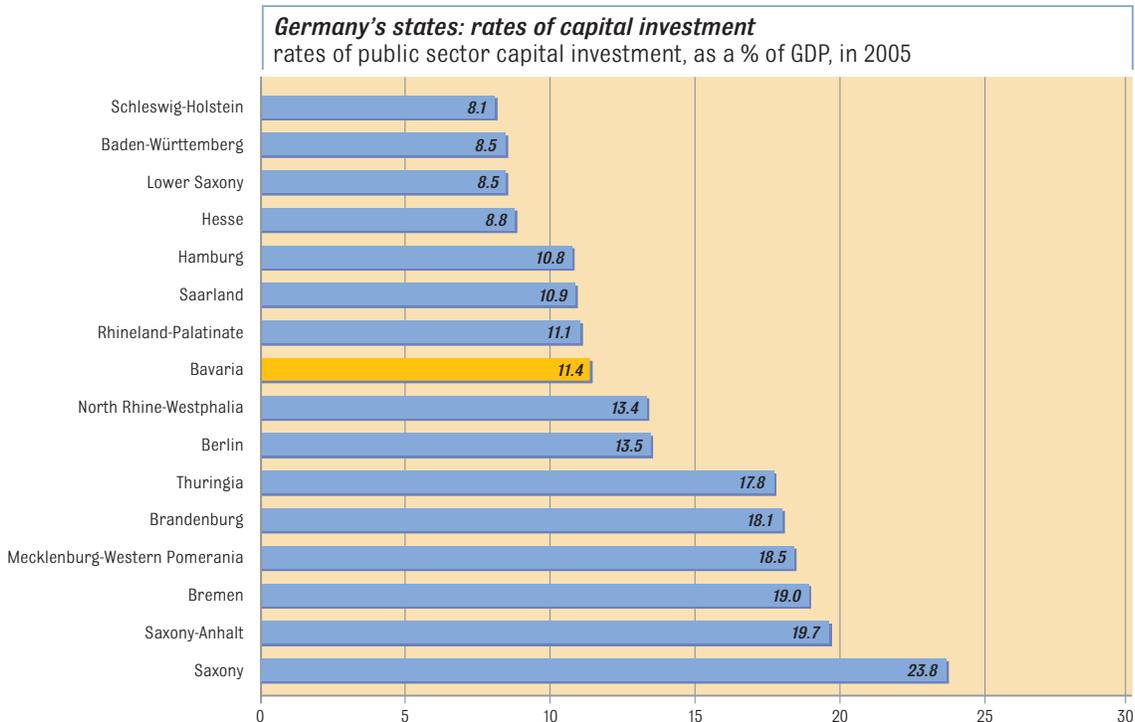
* GDP expressed in prices and parities of purchasing power prevailing in 2000

The rate of productivity growth turned in by Bavaria's economy since 1995 (+21.5%) is greater than that achieved by western Germany as a whole (+8.6%).

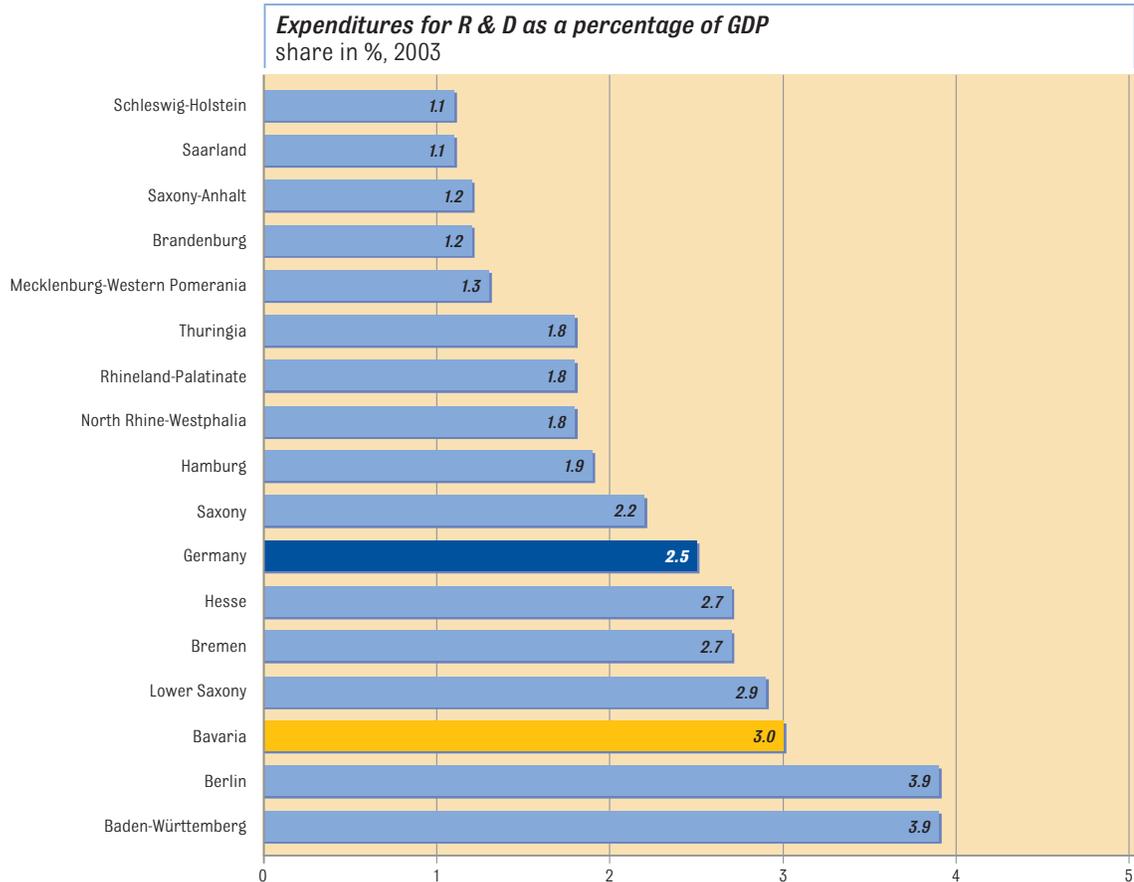


Facts speaking for future growth

Bavaria has the third highest rate of public sector capital investment of any of western Germany's major-sized states.



Bavaria is one of the top spenders on R & D among Germany's states. Its rate of expenditure is well above the country-wide average.



Applications for patents

More than one quarter (28.3%) of all applications received by Germany's Office of Patents and Trademarks from Germany itself were submitted by Bavaria-based inventors. That was more than any other state. Calculated on a per capita basis (applications per 100,000 residents), Bavaria vies with Baden-Württemberg for the top spot.

Applications received by Germany's Office of Patents and Trademarks from Germany; per 100,000 inhabitants, 2005

- 25 or less
- 26–50
- 51–75
- more than 75

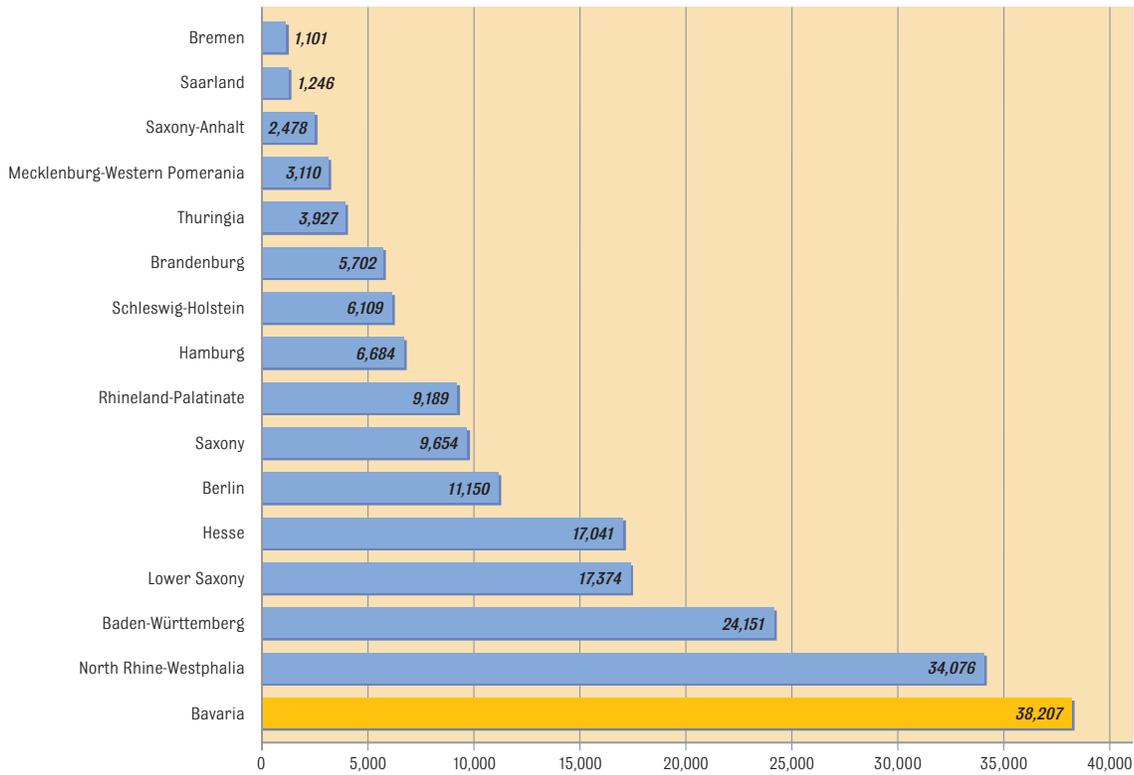


Bavaria is the home of the entrepreneurial spirit in Germany.

More companies are founded in Bavaria than anywhere else in the country.

As has been the case for a number of years, more companies (calculated on a net basis) were founded in 2005 in Bavaria than anywhere else in Germany. The state accounted for more than one fifth (20.0%) of all companies started up in the country.

Companies founded
net of companies founded and ceasing business operations*, 2005



* according to the statistics reported from commercial gazettes

International trade

The importance of international trade

The value of international trade

The free and unrestricted movement of goods, services, capital, payments and other economic commodities to and from the outside world and in all currencies is a fundamental right in the Federal Republic of Germany. The state of Bavaria has always been a strong supporter of the free trade in goods and services along the lines stipulated in the GATT and WTO accords. Experience has shown that restrictions intended to protect an economy end up harming it in the long run. The growth of Bavaria's economy—and in particular its manufacturing sector—provides the best proof of the long-term efficacy of formulating governmental economic and trade policies incorporating the principles of free trade.

Bavaria's exports: their competitive position. Bavaria: the world's partner

Bavaria's annual exports of some € 128 billion (2005) place the state somewhere in the upper middle of the rankings of the OECD's member countries. Sales made outside Germany account for 45.4% of the total turnover earned by the state's manufacturing sector—an above-average rate. Automobiles, industrial equipment and systems and electronics-based goods predominate among these exports.

The ongoing process of globalization is causing all of the world's markets to be joined into one. Bavaria's companies have been exploiting the opportunities arising from this process, increasing the span of their international activities in the process. The government of Bavaria's international trade promotion activities are devoted to improving the viability on the international scale of the state's SMEs and other companies. To help it achieve this goal, the government founded Bayern International. The agency has presided over the fast-tracking and broadening of these activities.

Bavaria: a large-sized market and the gateway to central, eastern and southern Europe

For manufacturers and service providers, Bavaria is a large-sized, potent market. The strong competition prevailing within the state's sectors causes companies to modernize and adapt their operations on a nonstop basis. This process gives the companies an edge over competitors. The state's nominal GDP per capita comes to some € 32,400 (2005), a figure well above the averages for Germany and Europe as a whole. Nearly half (47.6%) of Bavaria's adults are gainfully employed; a further more than 12% of the state's working population owns companies or is self-employed. These two figures are above the averages prevailing for western Germany. The state's companies and consumers are large-scale consumers. In view of these facts, the state is a prime part of the manufacturing and distribution networks maintained by providers of products and services.

The strong ties existing between Bavaria and the CEE (central and eastern European) region are the products of geography and history. All CEE countries are located within easy reach of Bavaria, which has thus traditionally been Germany's gateway to the region. This proximity fostered the rise of economic and cultural ties between the state and the region. This centuries-long process survived the separation of Europe into two blocs. The fall of the Iron Curtain was followed by the reforging of Bavaria's ties to the region, and by a subsequent upswing in the business done between the state and the region. The accession to the EU by ten central, south-eastern and eastern European countries on May 1, 2004 has imparted a new dimension to these relationships.

This upswing was engendered by the processes of societal and economic reform undertaken by the countries in CEE. In the wake of the process, Bavaria's companies set up production and distribution operations in all of the CEE's centers of business, with these ranging from Prague to Tashkent, Riga to Sofia.

The trade figures—and especially those pertaining to the ten countries which accessed to the European Union on May 1, 2004—detail the strengthening of business ties. In 1993, the first year in which figures were available for all these countries, trade between Bavaria and these countries came to € 5.3 billion. By 2005, this figure had risen to more than € 24 billion. The Czech Republic and the Republic of Hungary were in 2005 among Bavaria's top ten trading partners. In 2005, Bavaria's companies exported goods worth € 12.1 billion to the ten CEE countries. The figure for 1993 was € 2.3 billion. Exports to the ten countries now account for 9.5% of the Bavarian total. In 2005, Bavaria imported goods worth € 12.2 billion from the ten countries. The comparable figure for 1993 was € 3.0 billion.

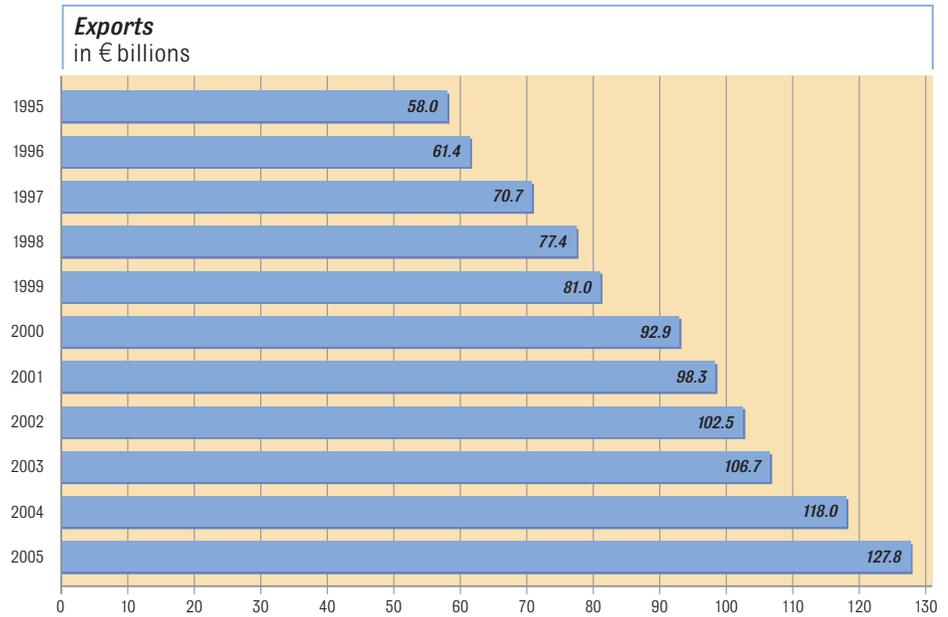
Bavaria's trade with CEE countries has the potential to continue to grow strongly, as the ongoing transformation of the central and eastern European economies has given rise to a sustained demand for capital goods and the related knowhow. The upgrading of infrastructure, the modernizing of outdated capital stock and the raising of standards of living are yielding the opportunities being exploited by Bavaria's suppliers of high-tech industrial equipment. Accession has caused an intensifying of the competitive pressures experienced by Bavaria's companies. Even greater have been the opportunities ensuing from accession. On balance, accession will yield a net gain for Bavaria's business community.

Bavaria thus constitutes the ideal base for companies looking to do business with and in central, eastern and southeastern Europe.

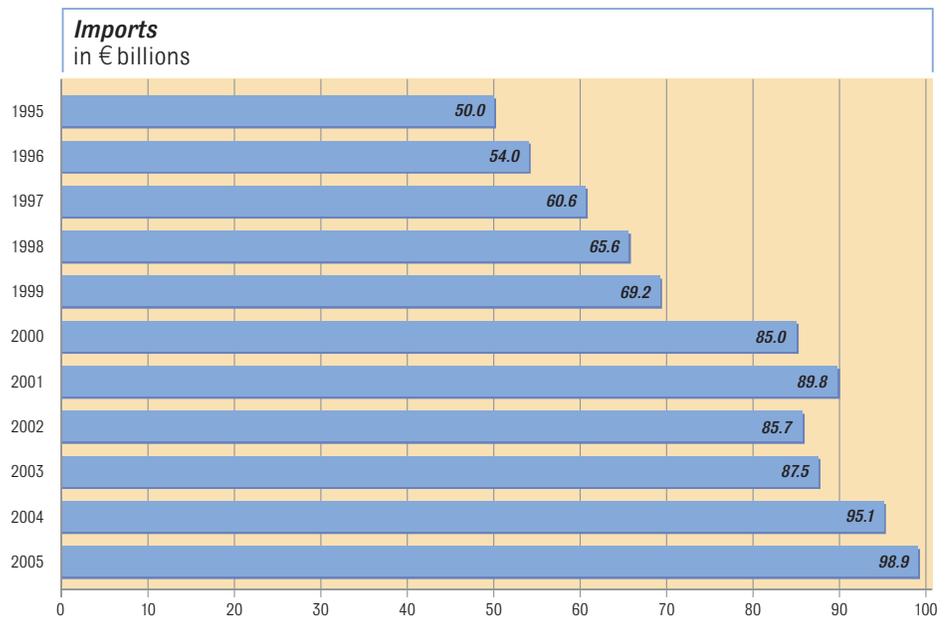
Bavaria's international trade: its development

Bavaria's international trade

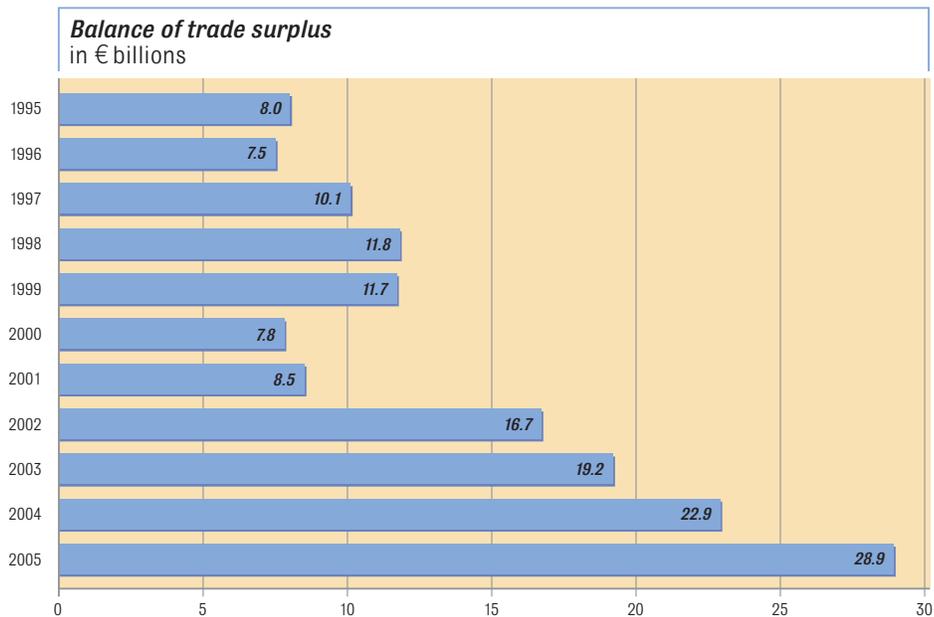
Bavaria's exports set a new record in 2005. They were 135.0% higher than those of 1994, which is when this winning streak began.



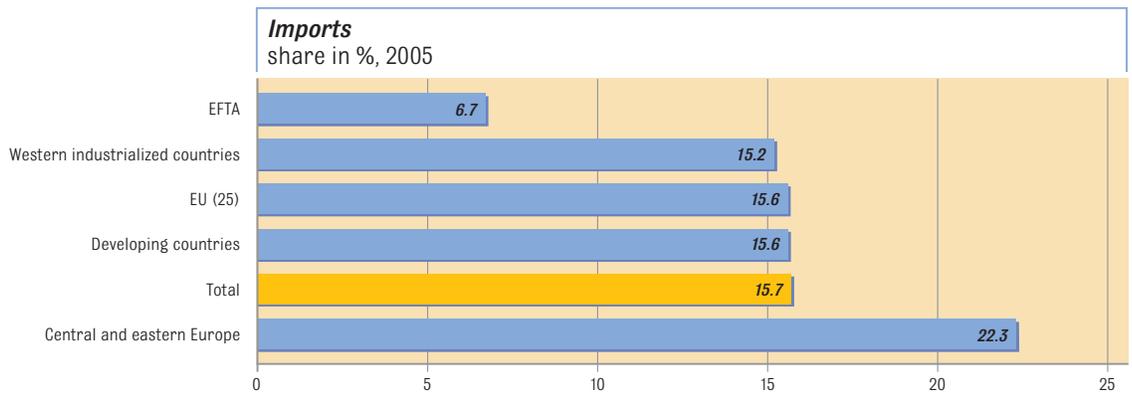
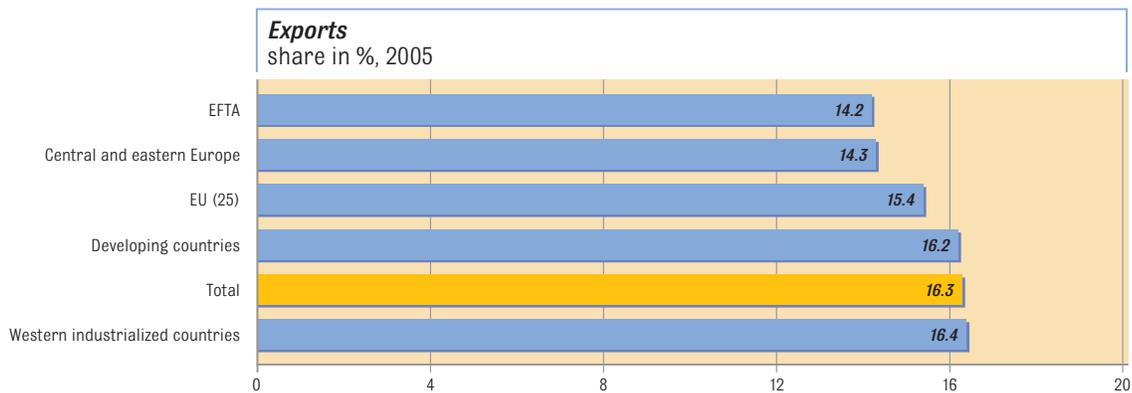
The rise (+105.4%) in imports from 1994–2005 has been less than that of exports.



Bavaria has traditionally run a balance of trade surplus.



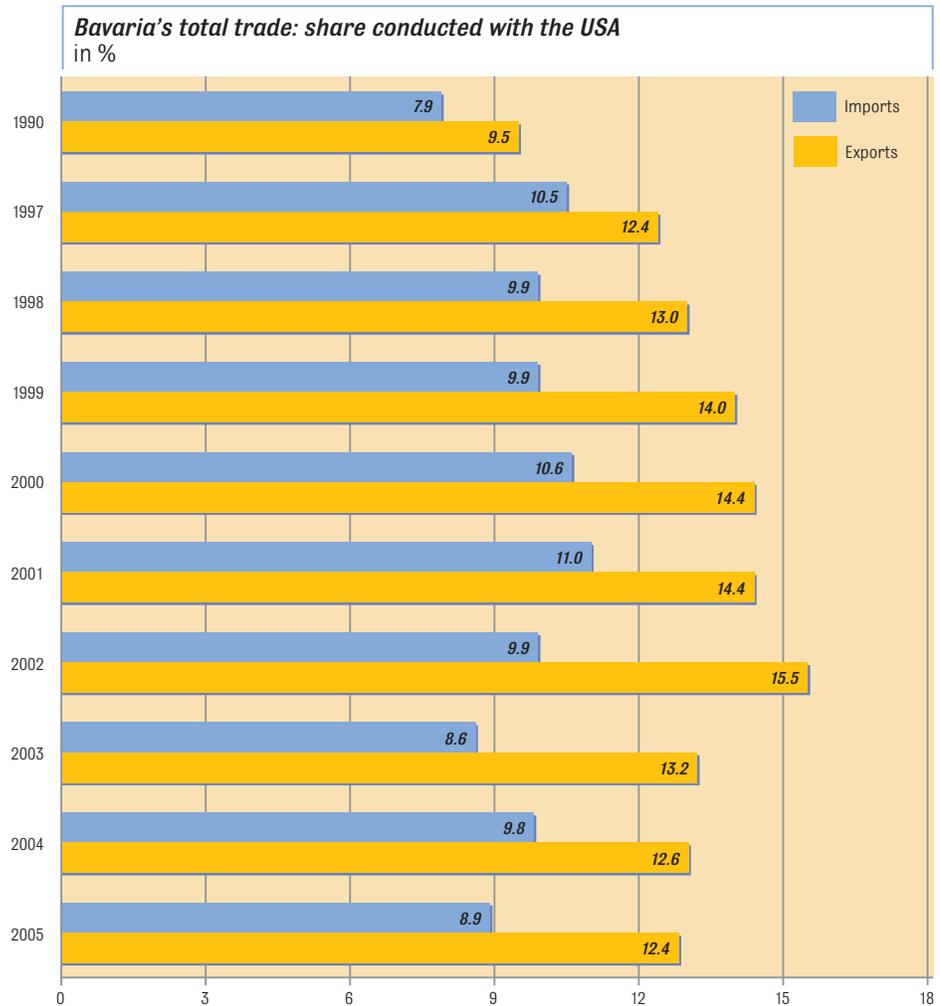
Bavaria's share of Germany's international trade



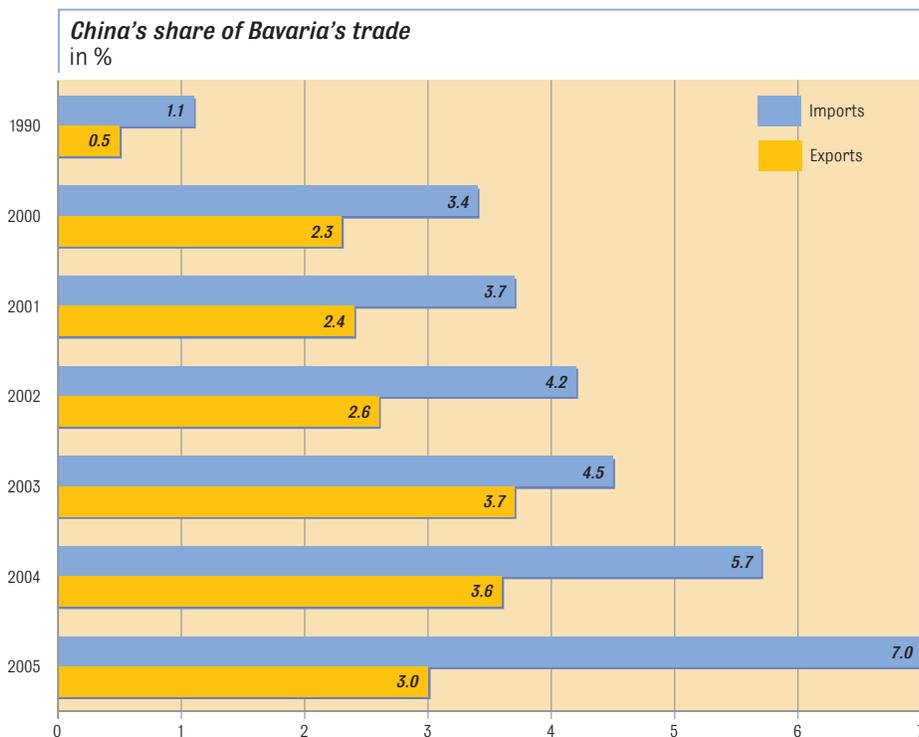
Bavaria's business ties to the USA and to China

Bavaria's international business ties are especially close to such non-European industrialized nations as the USA and China.

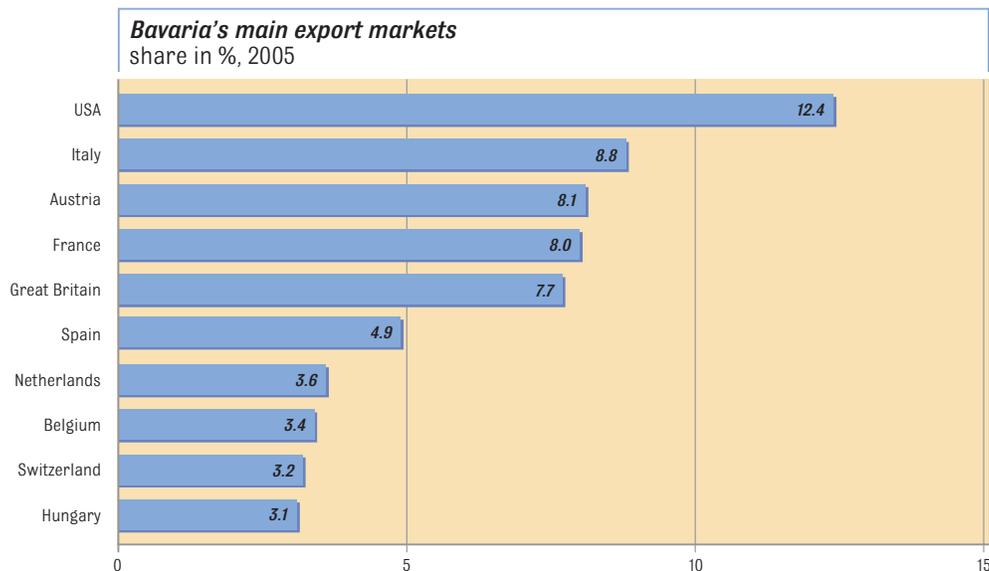
The **USA** has traditionally been an important trading partner for Bavaria's business community. In 2004, Bavaria provided 1.2% of the USA's total imports, a percentage higher than those of 19 of the EU's member countries. In 2005, Bavaria supplied 22.8% of Germany's exports to the USA.



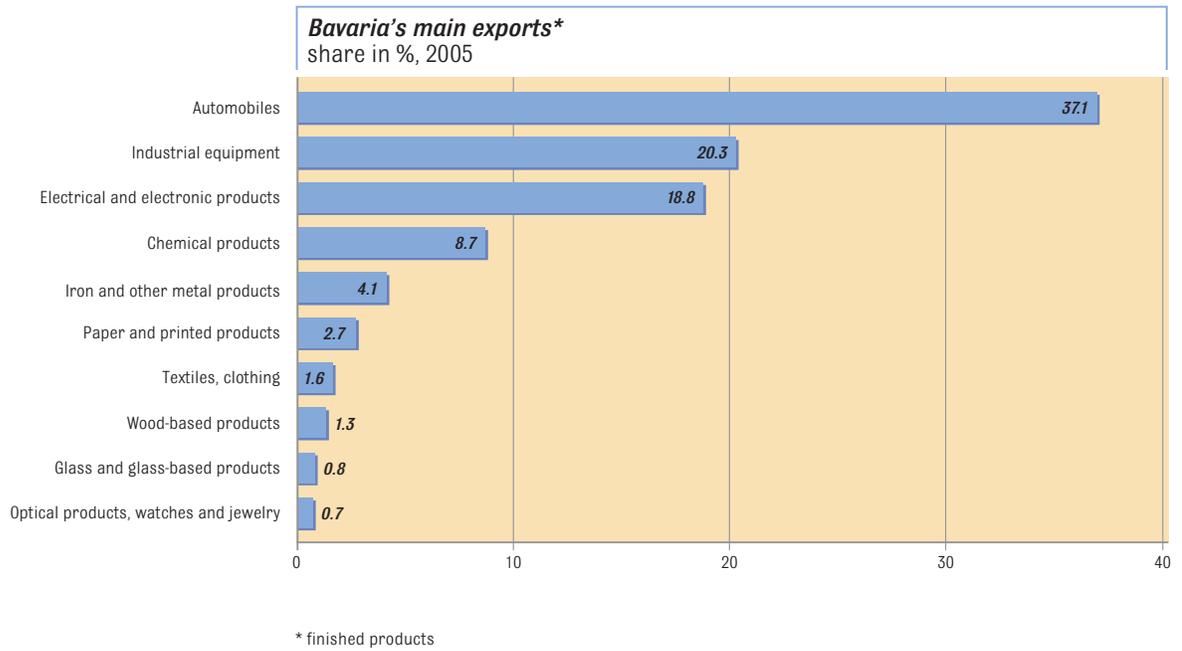
In 1990, **China** ranked 23rd among Bavaria's countries of imports and 30th among the state's countries of exports. By 2005, the country had risen to 4th in imports and 11th in exports. In 2004, Bavaria accounted for 3.9% of the EU's exports. The state, however, provided 8.7% the Union's exports to China.



The USA tops, by far, the list of Bavaria's countries of export. Next largest are eight members of the EU.



Accounting for some three quarters of Bavaria's exports of manufactured products, vehicles, industrial equipment and electronic products dominate the rankings of the state's best-sellers abroad.



Munich's trade fairs (2005)

More than 40 international-level trade fairs are held in Munich. These events serve as indispensable platforms for sales and information for the high-tech and other capital and consumer goods sectors.

Consolidated turnover	€ 223.4 million
Covered exhibition space	180,000 m ² Munich Trade Fair Center 37,400 m ² in Munich Order Center
Exhibitors	33,233 from 104 countries
Visitors	1.95 million, from 206 countries

Contact: Messe München GmbH
Munich Trade Fair Center
D-81823 München
Phone (+49 89) 9 49-2 0720
Fax (+49 89) 9 49-2 0729
E-mail: newsline@messe-muenchen.de
Internet: www.messe-muenchen.de

Important trade fairs at Munich's Trade Fair Center

ANALYTICA

Instrumental analysis, laboratory technology and biotechnologies.
International trade fair and Analytica Conference

AUTOMATICA

International trade fair for assembly and material handling technologies, for robots, for industrial-use imaging and related technologies

BAU

International trade fair for building materials, building systems, building renovation

BAUMA

International trade fair for construction machinery, building material machines, construction vehicles, construction equipment and mining machines

DRINKTEC

The world's leading trade fair for beverage and liquid food-related technologies

ELECTRONICA

components/systems/applications

EXPO REAL

International commercial real estate exposition

HEIM + HANDWERK

Sales exhibition for living, interior decorating, building

I.H.M.

International trade fair for small and medium-sized enterprises

ISPO Winter/ISPO Summer and ISPOVISION

International trade fairs for sports equipment and fashion and international trade fair for lifestyle—
Fashion inspired by Sports

SYSTEMS

IT. Media. Communications

TRANSPORT LOGISTIC

International trade fair for logistics, telematics and transport

Events held in M,O,C, Munich Order Center

BEAUTY FORUM MUNICH

Autumn-time trade fair for cosmetics

HIGH END

Hi-fis, home cinema and other installed media

IMOT

Motorcycle exhibition

MAINTAIN

The international trade fair for the industrial maintenance sector

MODA MADE IN ITALY

Shoes

MUNICH FABRIC START

Fabric preview

Nuremberg's trade fairs (2005)

Nuremberg is expert in the development and staging of international-level trade fairs and congresses configured to serve specialized sectors.

Displaying a delineation of subject area corresponding to the needs of the markets they are intended to serve, Nuremberg's events cover the following areas of activity:

- IT and electronics
- processing and packaging
- construction and equipping of buildings
- health and public sector
- consumer goods

Turnover	€ 95.9 million (consolidated)
Covered exhibition space	152,000 m ²
Exhibitors	21,100 from 98 countries
Visitors	1.2 million, from 150 countries

Contact: NürnbergMesse GmbH
Nuremberg Trade Fair Center
D-90471 Nürnberg
Phone (+49 911) 86 06-0
Fax (+49 911) 86 06-228
E-mail: info@nuernbergmesse.de
Internet: www.nuernbergmesse.de

Important trade fairs in Nuremberg

BIOFach

International trade fair for organic food and natural products

BRAU Beviale

European-level trade fair for the beverage industry, its raw materials, technologies, logistics and marketing

FachPack

Specialized trade fair for packaging, labeling and storage technologies

fensterbau/frontale

International trade fair for windows and facades; their technologies and constituent components

HOLZ-HANDWERK

European trade fair for wood-processing machines, technologies and supplies

Interzoo

International trade fair for pet items

IWA & OutdoorClassics

International trade fair for hunting and sporting arms, outdoors equipment and accessories

LogIntern

Trade fair for in-house logistics

POWTECH

International trade fair for mechanical-based processing technologies and methods of analysis

PrintPack

Trade fair for packaging printing and production

Spielwarenmesse

International toy fair

Stone + tec

International trade fair for natural-origin stone and methods of processing

Trade fairs in Augsburg (2005)

The events staged in Augsburg are designed to serve the needs of the economy of the city and its surrounding regions, and of a range of international-level niche markets. Augsburg's trade fair authority has held a number of successful trade fairs and company presentations over the last few years.

The third largest tradefair center in Bavaria, Augsburg features a hall which seats up to 9,000 people and which can be used in a variety of ways. Adjoining it is a congress center at which a number of services are provided. This side-by-side array of fair and congress centers enables the city's authority to offer joint-use events. This capability joins with the state of the art in-house communication infrastructure (including WLAN/Internet hot spots), easy access and great transport links in making Augsburg's trade fair center a highly flexible and multifaceted venue.

Floor space	57,000 m ² (covered) and 18,000 m ² (outside)
Exhibitors	3,200 from some 40 countries
Visitors	390,000

Contact: Augsburgener Schwabenhallen
Messe- und Veranstaltungs GmbH
Am Messezentrum 5
D-86159 Augsburg
Phone (+49 821) 25 72-0
Fax (+49 821) 25 72-105
E-mail: info@messeaugsbuerg.de
Internet: www.messeaugsbuerg.de

Important trade fairs in Augsburg

AFA

Augsburg's spring exhibition

AMERICANA

International exhibition for riding and Wild West-style items

Augsburger Immobilientage/Bau im Lot

Two fairs: for real estate in Augsburg and for achieving a high quality of construction

Augsburg blossoms

National-level fair for garden needs

GrindTec

International trade fair for grinding technologies

HolzEnergie/Renexpo

International trade fair and congress on wood-burning and other renewable energy supply systems; advanced construction systems

INTERLIFT

International trade fair for elevator technologies, with forum

Intersana

International-level health care fair

Foreign direct investment (FDI) in Bavaria

The latest figures available (as of 2004) on the investments made by foreign companies in Bavaria eloquently show how attractive the state is as a base of location. In 1992, the state's FDI total came to €9.7 billion. Years of steady rises brought that figure to more than €51.4 billion. Foreign companies have taken equity stakes in 1,392 of Bavaria's companies. These employ 362,000 persons and have annual sales of €130.6 billion.

Famous foreign companies maintaining subsidiaries in Bavaria

Bavaria is one of Europe's leading centers of advanced manufacturing, in terms of production as well as research and development. Business-to-business services are a particular specialty of the state. This spread of activities constitutes one reason why companies from all over the world flock to set up shop in Bavaria.

Amazon E-tailer (online merchant)	Glaxo Smith Kline Pharmaceuticals
Applied Materials Industrial engineering	Hitachi Semiconductor Europe MOS integrated circuits
BAT British American Tobacco Cigarettes and other consumables	Huawei Information and communication technologies
Cherry Electronics	Kühne + Nagel Logistics
CISCO Information and communication technologies	Lucent Technologies Network Systems Communication technologies
Clariant Special-purpose chemicals	Michelin Reifenwerke Automobile tires
Discovery Channel TV broadcaster	Microsoft Deutschland GmbH Software
GE General Electric European research center	Nestlé Deutschland AG Food products
Generali Insurance	Novartis Pharmaceuticals

Novell

Information and communication technologies

NTT DoCoMo

Information and communication technologies

OMV

Petroleum

Oracle Deutschland GmbH

Information management systems

Panasonic Electric Works Europe AG

Relays, sensors, programmable circuits

Pfizer

Pharmaceuticals

Roche Diagnostics GmbH

Research, development and production of diagnostics

Saint Gobain

Technical supplies

SKF

Ball bearing systems

Sun Microsystems GmbH

Internet technologies

Tata

Information and communication technologies

Telefonica/O₂

Information and communication technologies

Texas Instruments Deutschland

Semiconductors, communication technologies

Toshiba Europe

Laptops, notebooks

TRW Automotive

Security systems for automobiles

UniCredit

Bank

UPM – Kymmene

Paper manufacturing



Learning and *Invest* working *in Bavaria*



Primary, secondary and post-secondary education

Bavaria's system of education

Bavaria's system of primary and secondary education is held in high regard. The rate of unemployment in Bavaria of young people is the lowest of any state in Germany. The quality of the education they received in the state's schools is an important reason why. This system of education is continually being further developed and adapted to meet the business world's ever-changing needs, and to keep the pipeline of professionally-qualified persons flowing. This flow will ensure that Bavaria stays at the top of the economic growth tables.

To that end, we have launched a campaign preparing our elementary and secondary school students to master the challenges arising in this new century. Bavaria's government is committed to maintaining our two-track system of education. One of these tracks provides students heading towards technical professions with the essentials of their future jobs. The other prepares the students to continue with their studies. This twin-track system provides for a fostering of any and all gifts which a young person might have. The degree to which courses of primary and secondary school studies can be individualized is to be enhanced in the years to come, as will be the ability to transfer between the various kinds of schools.

The **schools of general purpose** are divided into three main groups:

- Grund- und Hauptschule
- Realschule
- Gymnasium.

These are complemented by a number of occupational schools. Their graduates earn a general school leaving certificate, or one permitting them to major at a polytechnic in the area of their secondary school studies.

Young adults completing these courses are eligible to attend a wide variety of programs of further **occupational education**. A number of vocational schools also offer full-time courses of study also leading to the earning of secondary school leaving, vocational and other certificates. These courses take two or more years. Also to be gained from the above-mentioned programs, students can qualify for certificates—with these including the Abitur—required for attending university. This is causing an ongoing increase in the number of students at these institutions of higher education who have completed a course of occupational education.

Bavaria's primary and secondary schools

Bavaria's **elementary schools** form the foundation of the state's entire education system. Children between the ages of 6 and 10 attend elementary schools. After completing the fourth grade, students attend a Hauptschule, a general secondary school, or a school tracking them to higher education.

The **Hauptschule** provides its students with instruction designed to speak to them in their own language and to address their daily realities. This instruction disseminates a broad range of information. It will be of use in the occupational life to follow. The information gained serves as the basis for the graduate's participation in a course of vocational education. Graduates of such courses are then eligible to pursue post-secondary studies.

In Bavaria, young persons are legally required to attend the Hauptschule or another kind of secondary school. Students attending the Hauptschule can earn several different types of high school diplomas:

- a general school leaving certificate, earned by all those successfully completing the ninth grade;
- a certificate of education—nicknamed the “Quali” (short for “qualified certificate”) attesting to its holder’s having displayed an above-average level of scholastic performance, with this evaluation referring to the scale of judgement established by the state in question. The “Quali” thus indicates that the student is well prepared to commence his or her program of vocational education or to start working. The certificate is well regarded by the state’s business community.
- an **intermediate-level high school diploma**, awarded to those tenth-graders who have completed a special, four-year (at most) course of study staged in their Hauptschule.

After completing the fourth grade at the Hauptschule, many students transfer to the **Realschule**. Its six years provide three distinct ranges of curricula:

- one oriented toward mathematics, the natural sciences and technical knowledge
- another centered around business, economics and other commercial content
- a third providing instruction in the arts, design, the maintenance of the household or societal studies. This course has French as its second foreign language in some cases.

At the Realschule, all students attend text processing classes. Optional are information studies. These subjects can be replaced by information technologies. The Realschule’s curricula are designed to prepare students for a wide range of professions. Upon their passing a series of final examinations, students receive an **intermediate-level high school diploma**.

Students attending **schools of economic studies** can also earn this diploma. Such students generally transfer to these schools from the Hauptschule after the sixth or seventh or ninth grade. In addition to subjects of general applicability, the schools’ curricula cover those of practical utility to specific professions in the areas of business and civil administration. A particular focus of the schools is the teaching of how to apply the business-related knowledge gained in the classroom (i.e. in school-run practice firms).

The third major component of the country’s system of secondary education, the **Gymnasium** (university-track secondary school) also has a curriculum building on the knowledge and skills imparted in the country’s elementary schools. The Gymnasium provides students during their eight years there with the breadth and depth of knowledge requisite for studying at a university or pursuing a course of vocational education. The ranges of curricula taught at Bavaria’s Gymnasias include:

- linguistics (the humanities)
- technologies
- the performing and visual arts
- economics and the social sciences.

Students take two foreign languages. They also have their choice of a wide range of electives. Students passing a final battery of examinations—held during the 12th grade in Bavaria—receive an **Abitur**, equivalent to the French baccalaureate.

Students holding an intermediate-level certificate are eligible to attend **schools of advanced technical education (SATE)**. Also necessary for admission is proof of suitability. This can take the form of the student's having satisfied the requirements of the Gymnasium's A-levels, or his or her recording grades of 3.5 or better in German, English and mathematics, or his or her having passed an entrance examination. Students taking design also have to pass a dedicated entrance examination. Their courses of education extend over the eleventh and twelfth grades. Their graduates are eligible to attend polytechnics. These courses cover subjects of general and professional interest. The latter is disseminated during a six-month program staged during the 11th grade on corporate premises, in a public-sector institution or in a school-run workshop. The SATE's range of curricula include those with emphases on technology, economics, societal studies, agrobusiness and design.

Being tested since 2004/2005 is the holding of a 13th grade at SATE's. During this school year, high-performing students (those graduating from the normal course of study with a grade point average of 2.5 or better) can obtain diplomas entitling them to study at universities of polytechnics. The holding of a 13th grade places the SATEs at the level of the SAPEs.

Students holding an intermediate-level high school diploma and having completed a course of vocational education (or having secured occupational experience and having demonstrable suitability—see SATE above) are eligible to attend the **schools of advanced professional education (SAPE)**. Graduates of the schools' two-year courses of study can attend a university, where they are eligible to major in the focus of their secondary-school education. This restriction is lifted for those having proof of proficiency in two foreign languages. Students completing a one-year course of study can attend a polytechnic. The SAPE's range of curricula include those with emphases on technology, economics, societal studies and agrobusiness. Planned is the merging of the SATEs and SAPEs into a single network of schools of advanced occupational study.

The level of education possessed by Bavaria's inhabitants has been rising continually

<i>High school diplomas earned by Bavaria's young persons: recent trends</i>					
share of age group in %	1985	1990	1995	2000	2004
SATE (between the ages of 18 and 20)	5	8	8	10	12
Abitur (between the ages of 18 and 20)	15	17	18	20	20

It is forecast that some 139,600 young persons will graduate from Bavaria's secondary schools in 2010. Of them, nearly 25% will have earned a high school diploma entitling them to study at an institution of higher education.

<i>Forecast for the period until the year 2010</i>				
	1990	2000	2005	Forecast for 2010
Abitur	25,893	26,140	26,639	34,800
Intermediate-level** high school diploma	37,202	44,665	54,571	57,200
General high school diploma	48,279	48,181	45,923	37,300
Total graduates* from schools providing general curricula of education	120,545	131,180	137,990	139,600

* With this including schools of business studies ** Including those earned at schools of business studies

Objectives and importance

Germany's system of vocational education is "dual," in that its students receive their vocational education on corporate premises and in schools of vocational education. For some two thirds of all young persons, their working lives begin with their attending such a program.

Germany's system of vocational education constitutes one of the key assets held by Bavaria and the rest of country, as it produces the steady stream of highly-qualified personnel needed by the business community.

The success of the system stems from the close working relationships existing between companies and vocational schools. The system's work is complemented by that of the many organizations providing courses of ongoing occupational education in Germany.

Vocational schools: their role in Germany's dual system; schools of technical specialization

Along with some 20% of the classes graduating from Gymnasiums, most graduates of a general or intermediate-level high school begin a three-year program of occupational education. Its staging accords to the precepts of Germany's dual system. The instruction takes place in the **vocational school** and in the **individual company**. The vocational education provided is thus a joint product of the partnership existing between the private sector (individual companies) and the public sector (vocational schools).

In companies, young persons get to know the realities of the world of work. They are assigned to a succession of positions, and learn how to handle the demands on skill and judgment inherent in each of them. In addition, the students attend a vocational school, in which they acquire a store of indispensable information. It reinforces and deepens the practical insights they have already acquired at the company. The school's curriculum also includes courses in subjects of general interest.

Students attend the **school of vocational specialization** (Berufsfachschule) on a full-time basis. Forming the final stage of a vocationally-based high school education, these schools provide instruction in a wide range of professions, including health and child care, social work, computer sciences and other technical occupations, and in occupations in which foreign languages play a major role.

Should a range of preconditions be met, the certificate of completion of a course of studies at the schools of vocational education and specialization entitles its holder to be awarded an **intermediate-level high school diploma**.

Bavaria's system of higher education**Universities and polytechnics in Bavaria**

As of the beginning of 2005/2006, some 252,500 students were enrolled in Bavaria's universities and polytechnics. These offer a highly variegated range of courses of study.

Located in Bavaria are nine public sector universities, 17 public sector polytechnics, four public sector academies of the arts, and an institute of television and film. Complementing this range are the institutions of higher education maintained by municipalities, religious and private bodies.

The quality of education provided and of research conducted at Bavaria's institutions of higher education have earned them a reputation for excellence the whole world over. The students graduating from these institutions often find employment with the state's companies.

Bavaria's business community requires a steady stream of graduates equipped with knowledge and skills of practical use. Both these items are provided by the state's polytechnics, which were founded to serve the business community, and are staffed by professors who have at least five years of professional business experience.

Courses of study available at Bavaria's universities (a selection)

All of Bavaria's universities provide instruction in the following subjects:

- geography (except for Passau and Regensburg)
- art history (except for Bayreuth)
- political science (except for Bayreuth)
- sociology (except for Bayreuth and Regensburg)
- economics (except for Bamberg and Passau)

The specialties of the individual universities include

University of Augsburg

Jurisprudence, Canadian studies, applied computer sciences, physics, materials and environmental engineering

Bamberg's Otto-Friedrich University

Catholic theology, Oriental studies, psychology, Romance studies, vocational education, computer-based cultural studies, computer-based econometrics, studies of Slavic cultures

University of Bayreuth

Jurisprudence, microbiology, biochemistry, chemistry, physics, materials engineering, earth and Africa studies, polymers and colloids-derived chemistry, sports and health industries

Catholic University of Eichstätt and Ingolstadt

Journalism, Catholic theology, teacher training

Friedrich-Alexander University, Erlangen-Nuremberg

Evangelic theology, jurisprudence, American studies, Sinology, Japanese studies, computer sciences, computer-based econometrics, biology, biochemistry, chemistry, physics, electronics engineering, industrial engineering, materials engineering, process technologies/chemical and biological engineering, information and communication technologies, medicine

Munich's Ludwig-Maximilians University

Jurisprudence; American, Romance, Japanese studies; Sinology, computer sciences, statistics, theology, biology, biochemistry, chemistry, physics, geophysics, medicine, veterinary medicine, archeology, psychology, communication sciences, comparative methodology, econometrics

Munich's University of Technology

Architecture, civil engineering, computer sciences, surveying, biology, chemistry, physics, electronic engineering, industrial engineering, brewing, aviation and space transport technologies, process technologies/chemical engineering, medicine, sports, land development

Munich's University of the German Army

Civil engineering, surveying, computer sciences, electronic engineering, aviation and space transport technologies

University of Passau

Jurisprudence, American studies, linguistic and cultural sciences, computer sciences, Southeast Asian studies

University of Regensburg

Jurisprudence, computer-based econometrics, microbiology, biochemistry, chemistry, physics, medicine, American studies, biology

Würzburg's Julius-Maximilians University

Jurisprudence, theology, Sinology, Indian and Japanese studies, technical and business-use computer sciences, general computer sciences, computer-based econometrics, biochemistry, chemistry, biology, botany, physics, nanostructural technologies, medicine, psychology, philosophy, classical studies, applied linguistics

Courses of study available at Bavaria's polytechnics (a selection)**Amberg-Weiden Polytechnic**

Business administration, electronic engineering, industrial engineering, financial engineering, computer sciences

Ansbach Polytechnic

Multimedia, communication technologies, business administration, financial engineering

Aschaffenburg Polytechnic

Business administration, electronics, information technologies, mechanical-use communications

Augsburg Polytechnic

Business administration, architecture, civil engineering, computer sciences, electronic engineering, industrial engineering, multimedia, mechanical-based communications

Coburg Polytechnic

Business administration, architecture, civil and electronic engineering, industrial engineering

Deggendorf Polytechnic

Business administration, civil and electronic engineering, media technologies, computer sciences

Hof Polytechnic

International-level management, computer-based econometrics, textile technologies (Münchberg)

Ingolstadt Polytechnic

Business administration, industrial and economic engineering

Kempten Polytechnic

Business administration, computer-based econometrics, electronic and industrial engineering

Landshut Polytechnic

Business administration (including a pan-European program of studies), computer sciences, electronic engineering, industrial engineering

Munich Polytechnic

Business administration, computer-based econometrics, architecture, civil engineering, industrial design, computer sciences, electronic engineering, physics-based technologies, microengineering, automotive and avionic technologies, industrial engineering

Neu-Ulm Polytechnic

Business administration, financial engineering

Nuremberg Polytechnic

Business administration, architecture, civil engineering, computer sciences, electronic engineering, industrial engineering, process and material technologies

Regensburg Polytechnic

Business administration at the national and pan-European levels, architecture, civil engineering, computer sciences, electronic engineering, industrial engineering, microengineering, mathematics

Rosenheim Polytechnic

Business administration, computer-based econometrics, computer sciences, electronic engineering, plastics processing technologies

Weihenstephan Polytechnic

Biotechnologies and dedicated information technologies, garden design and landscape conservation

Würzburg—Schweinfurt Polytechnic

Business administration, computer-based econometrics, architecture, civil engineering, computer sciences, electronic and industrial engineering, plastics processing technologies

The number and diversity of international schools in Bavaria give non-Germans working in the state and their families a wide, attractive range of ways to educate their children.

1 Greek Lyceum Schweinfurt

Wirsingstr. 7
D-97424 Schweinfurt
Phone (+49 97 21) 80 46 26
Fax (+49 97 21) 80 46 26
Graduation: Apolitirio

2 Franconian International School

Christoph-Dassler-Str. 1
D-91074 Herzogenaurach
Phone (+49 91 32) 79 79 10
Fax (+49 91 32) 79 79 12
E-Mail: ecis@ecis.org
www.ecis.org/fis
Graduation: International Baccalaureate

3 Greek Lyceum Nürnberg

Philipp-Kittler-Str. 24
D-90480 Nürnberg
Phone (+49 9 11) 86 43 70
Fax (+49 9 11) 80 37 70
Graduation: Apolitirio

4 Greek Lyceum Nürnberg

Glogauer Str. 27
D-90473 Nürnberg
Phone (+49 9 11) 89 88 99
Fax (+49 9 11) 817 82 85
E-Mail: griechische-schule@freenet.de
www.griechische-schule.de
Graduation: Apolitirio

5 Greek Lyceum Augsburg

Philippine-Welser-Str. 13
D-86150 Augsburg
Phone (+49 8 21) 57 62 26
Fax (+49 8 21) 2 52 85 92
Graduation: Apolitirio

6 International School Augsburg

Ziegeleistr. 22
D-86368 Gersthofen
Phone (+49 8 21) 45 55 60-0
Fax (+49 8 21) 45 55 60-10
E-Mail: info@isa-augsburg.com
www.isa-augsburg.com
Graduation: International Baccalaureate

7 International School Ulm/Neu-Ulm

Schwabenstr. 25
D-89231 Neu-Ulm
Phone (+49 7 31) 37 93 53-0
Fax (+49 7 31) 37 93 53-50
E-Mail: info@is-ulm.de
www.is-ulm.de
Graduation: International Baccalaureate

8 Bavarian International School

Schloß Haimhausen
Hauptstr. 1
D-85778 Haimhausen
Phone (+49 81 33) 91 70
Fax (+49 81 33) 91 71 35
E-Mail: admissions@bis-school.com
www.bis-school.com
Graduation: High School Diploma,
International Baccalaureate

9 European School

Elise-Aulinger-Str. 21
D-81739 München
Phone (+49 89) 62 81 60
Fax (+49 89) 62 81 64 44
www.esmunich.de
Graduation: Baccalaureate Certificate

10 Greek Lyceum München

Schatzbogen 29
D-81829 München
Phone (+49 89) 12 02 06 11
Fax (+49 89) 12 02 06 11
Graduation: Apolitirio

11 Greek Lyceum München

Schatzbogen 29
D-81829 München
Phone (+49 89) 14 86 96 76
Fax (+49 89) 12 02 06 12
Graduation: Apolitirio

12 Japan International School München

Bleyerstr. 4
D-81371 München
Phone (+49 89) 74 85 73-0
Fax (+49 89) 78 92 63
E-Mail: info@jism.de
www.jism.de
Graduation: Basic School (Grades 1–9)

12 Lycee-Francais Jean Renoir

Berlepschstr. 3
D-81373 München
Phone (+49 89) 72 10 07-0
Fax (+49 89) 72 10 07-30
E-Mail: contact@lycee-jean-renoir.de
www.lycee-jean-renoir.de
Graduation: Baccalauréat/Abitur

12 Munich International School

Schloß Buchhof
Percha
D-82319 Starnberg
Phone (+49 81 51) 36 60
Fax (+49 81 51) 36 61 09
E-Mail: admissions@mis-munich.de
www.mis-munich.de
Graduation: High School Diploma,
International Baccalaureate



To get a detailed briefing, please contact the school information service in your district. To find out when the service is open and where it's located, please contact a school in your vicinity—or visit www.schulberatung.bayern.de.

Ongoing occupational education and retraining

Objectives and importance

Two of the Bavarian government's primary objectives are to improve the conditions under which the state's programs of ongoing occupational education operate, and to promote an awareness by the general public of the key role played by these programs in helping Bavaria's rank-and-file and executives learn on a lifetime basis. Much of this learning now centers around the procurement and management of information and other forms of knowledge. This learning is imparted in programs run by the company itself or by outside institutes and agencies. The structure of this highly flexible system of education ensures that Bavaria's companies have a pool of young persons with the qualifications required to turn them into high-performance technical and executive-level staff members.

In-company ongoing education systems

Bavaria's companies allocate a great deal of resources to funding a wide range of training programs. These provide their staff members with the skills and knowhow needed to operate on and adapt to markets continually adopting new technologies and procedures.

Inter-corporate and general-access programs of occupational education

Bavaria's chambers of commerce and industry, chambers of skilled trades, facilities maintained by officially certified, state-level organizations, entities providing adult-level education, and private-sector bodies offer a wide range of training programs and courses for individual skill groups and for entire professions. These courses are not held on company premises. Some courses are designed to acquaint participants with the basics of a particular area, others are centered around inculcating practical information and skills. ICT (information and communication technologies) constitute a special focus of today's programs. All over Bavaria they provide information on

- information and communication technologies
- basic technical knowledge
- product development and planning
- manufacturing, technological and environmental processes
- corporate leadership, business administration.

Programs of ongoing occupational education provided by Bavaria's schools

More than 350 schools offer students an opportunity to **continue with their secondary-level studies**. Offering technical, business, design, social concern, agricultural and other degree-track curricula, these **schools of technical education** or **academies of professional instruction** are run by the state government or municipal authorities, or are privately owned.

The **schools of technical education** serve as the next step for students wanting to extend or augment their vocational proficiencies, generally acquired during an initial program of vocational education. These schools provide their students with the vocational experience required to pursue careers as entrepreneurs or to hold middle-management positions. Students attending these schools on a full-time basis require between six months and two years to complete the courses of instruction, with this depending on the individual's education-related objectives. Students attending these schools on a part-time basis require a correspondingly longer period of time to complete their instruction. After completing a course of instruction of at least one year in length and having passed a state-supervised final examination held at the school, the students are awarded an **intermediate-level high school diploma**.

These schools are comprised of several individual subsets. Graduates of the **schools of technical instruction** can earn a certificate of technical proficiency. The **schools of technical mastery** prepare their graduates to take the corresponding examinations, which are held by the skilled trades chambers, or by the chambers of industry and trade.

The attaining of the intermediate-level high school diploma and, in most cases, the completion of a course of vocational instruction helping the student realize his or her education-related objectives—or previous, occupational activities—are the preconditions for being admitted to an **academy of professional instruction**. This kind of school is to be found only in Bavaria. The course of instruction at the academies is a minimum of two years long.

Students and graduates of a course of education of at least two years in length and offered by a school of technical education are entitled to take a subsequent examination. Those passing it receive a secondary school leaving certificate allowing its holder to attend a university or a polytechnic. This possibility is also open to holders of diplomas testifying to mastery of a trade or of an equivalent vocational degree. Should they have a high grade point average or display a high level of performance in another way, students at and graduates of academies of professional instruction can be granted a diploma enabling its bearer to study his or her major at an institution of higher education.

Bavaria's labor market

The size of an area's labor market is determined by a large number of variables, including population growth, net of migration, net of commuters, duration of educational lives, and the propensity to work shown by women and other groups. Another factor strongly playing a role in the '90s: the rise in the number of non-German members—on a relative basis and vis-à-vis the number of those holding German passports—in the workforce. A further factor shaping Bavaria's labor market dates back to the fall of the Wall. That unleashed a large-sized stream of workers commuting from Germany's eastern states to Bavaria. As of 2005, their number came to nearly 88,000. A final factor shaping the labor market: the improvement in the education and vocational training provided to women has increased the percentage of them seeking employment.

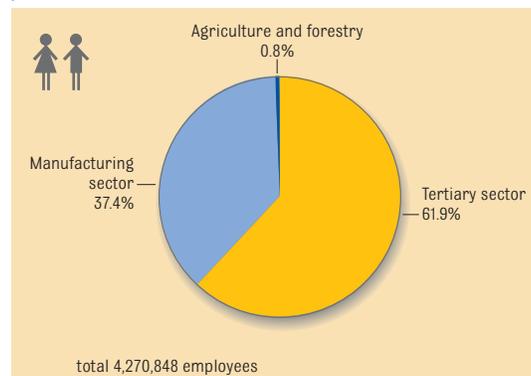
Its size

A labor market is comprised of the gainfully employed (defined to be those paying into social accounts, those partially employed, self-employed, assisting family members, civil servants, soldiers), the unemployed, and those persons attending programs of ongoing occupational education. The market also includes those persons comprising the so-called "hidden reserves." These are people who are unemployed and not registered as such, but who would probably be prepared to work.

Structure and traits

More than half (some 62%) of Bavaria's 4.3 million gainfully employed work in the service (tertiary) sector—a percentage much higher than that of the industrial sector.

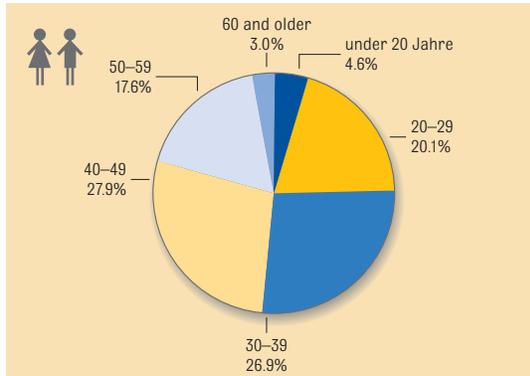
Bavaria's workforce: sectors of employment*
share in %, June, 2005



* Employees paying into social security accounts

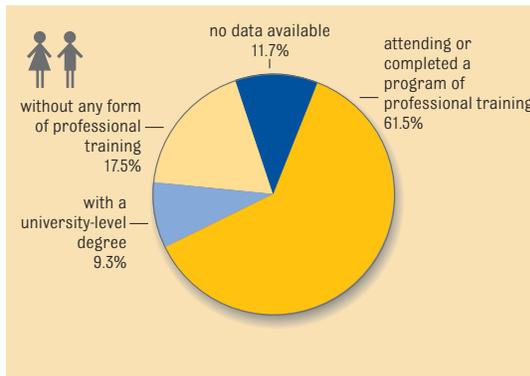
Bavaria's workforce is relatively young and highly-qualified. Some 51.6% of the state's gainfully employed are less than 40 years old.

Bavaria's workforce*: categorized by age
share in %, June, 2005



Some 70.8% of the workforce is enrolled in a program of vocational training, or has completed same, or has earned a university-level degree.

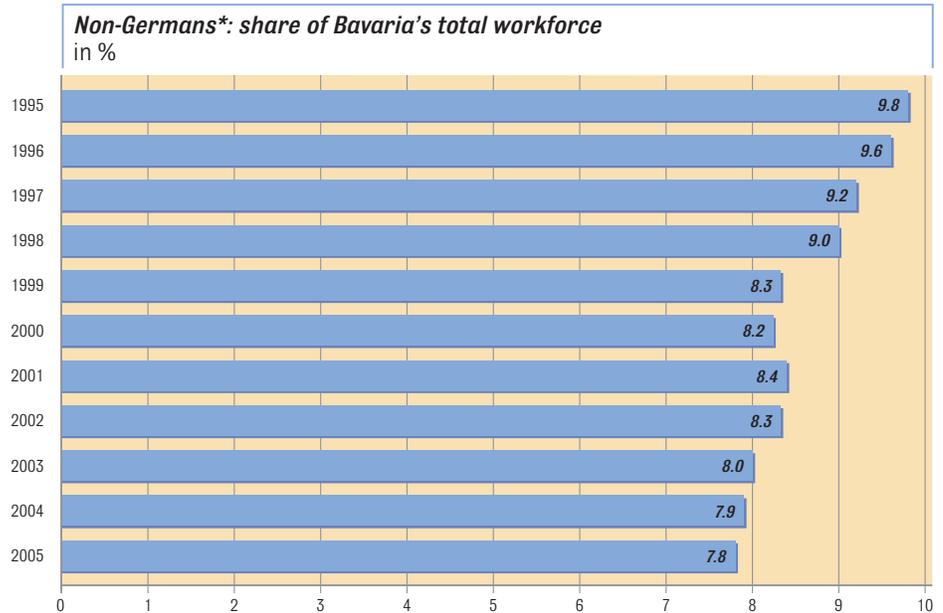
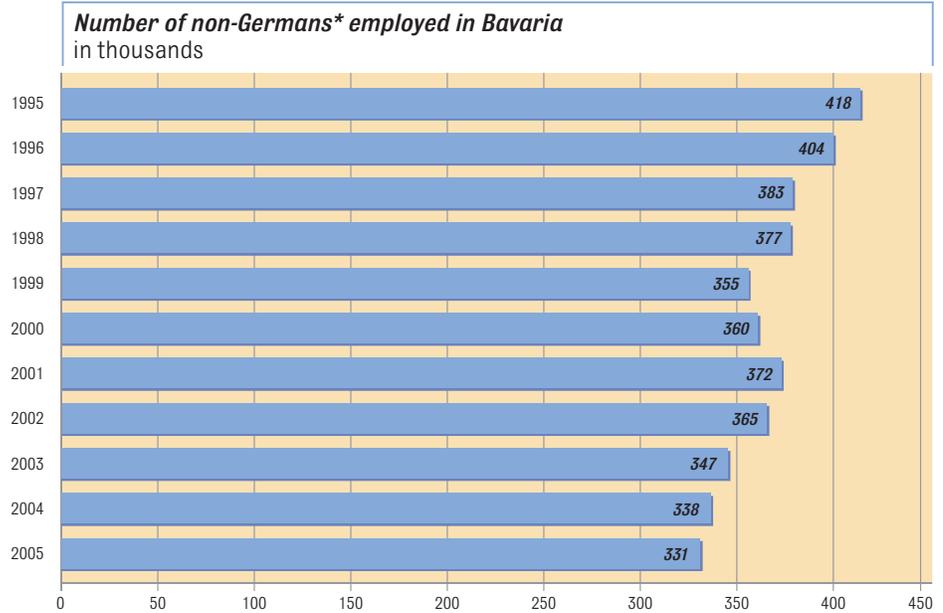
Bavaria's workforce*: categorized according to occupational qualification
share in %, June, 2005



* Employees paying into social security accounts

Non-Germans in Bavaria's workforce

Non-Germans continue to constitute a key component of Bavaria's workforce. Their numbers and share of the total workforce figure reached high points in 1993, and have gradually declined since then. Non-Germans account for 7.8% of Bavaria's workforce—7.8% for western Germany as a whole. The largest single national groups in Bavaria's non-German workforce are Turkey, Austria and the various Yugoslav successor states, followed by Italians and Greeks.

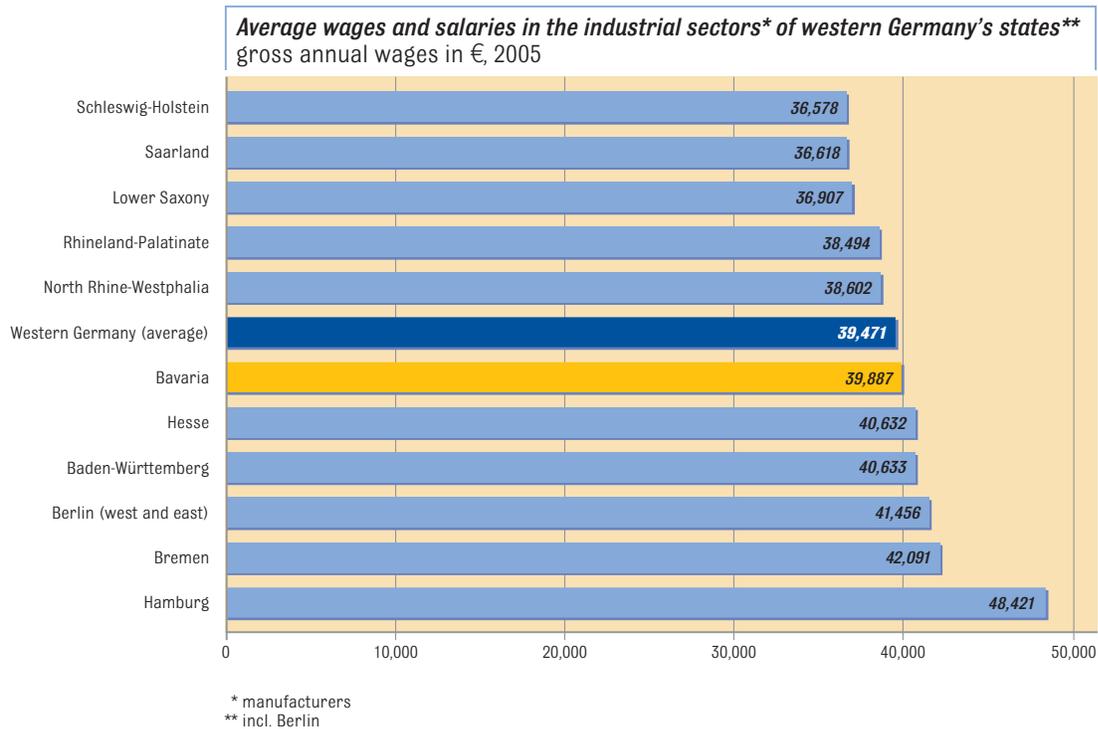


* Employees paying into social security accounts, as of June

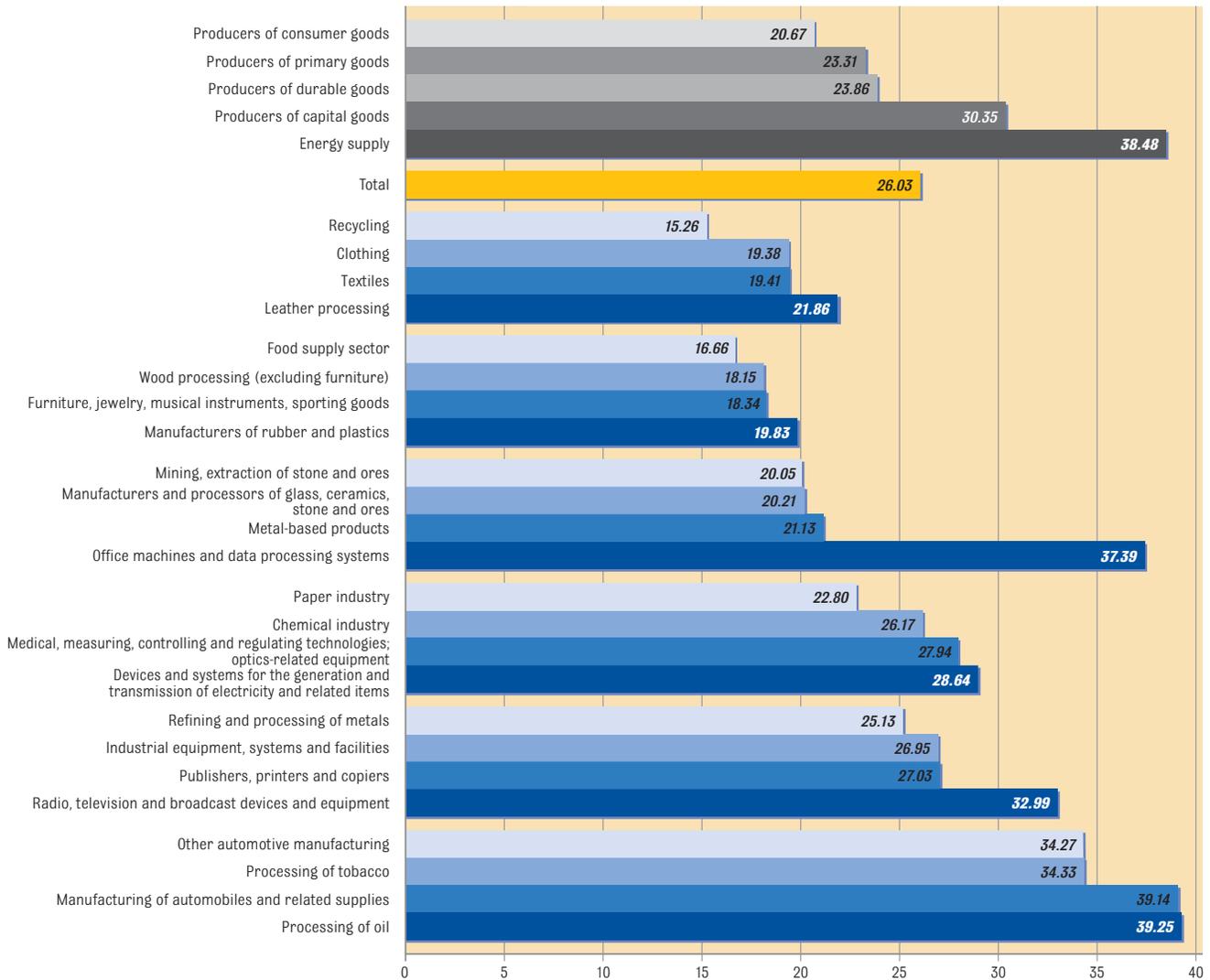
Unitized and absolute labor costs, productivity

Wages and salaries in Bavaria

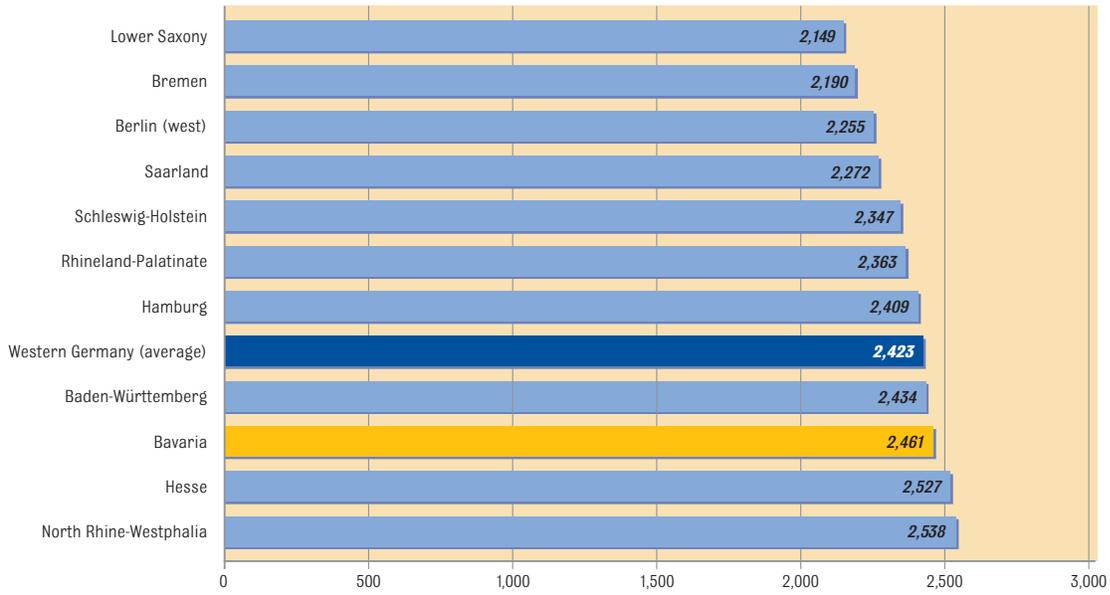
The development of Bavaria into an advanced manufacturing and service base has been accompanied by an increase in the remuneration paid in the state. Notwithstanding this, the average wages and salaries paid by Bavaria's manufacturers were in 2005 still less than that of five western German states and corresponded to the average of western Germany's industrial sector as a whole.



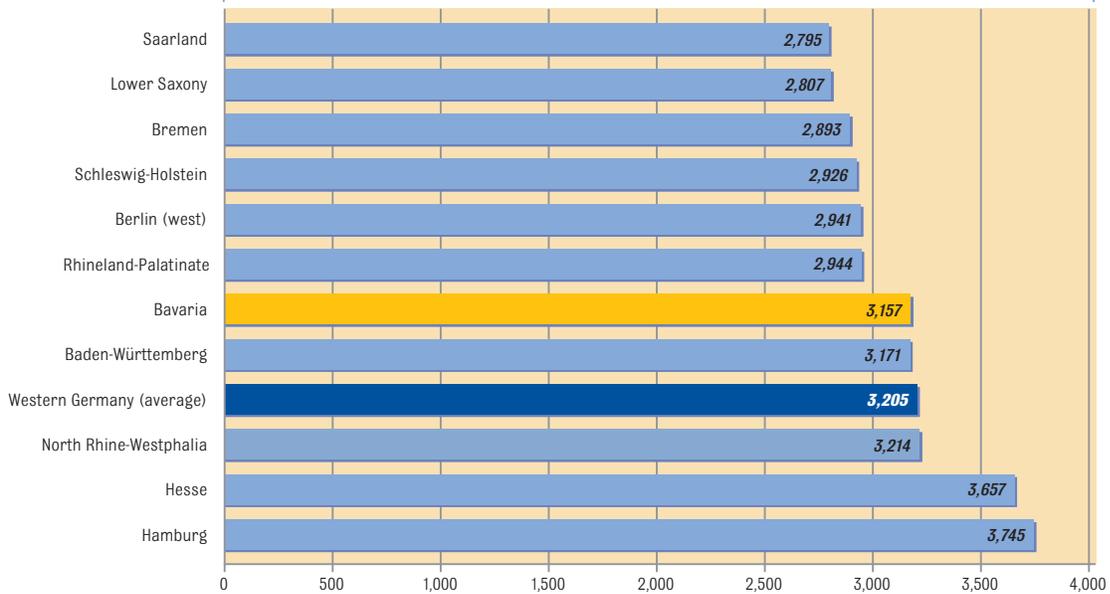
Average wages in selected industrial sectors in Bavaria
gross remuneration per hour worked in €, 2005



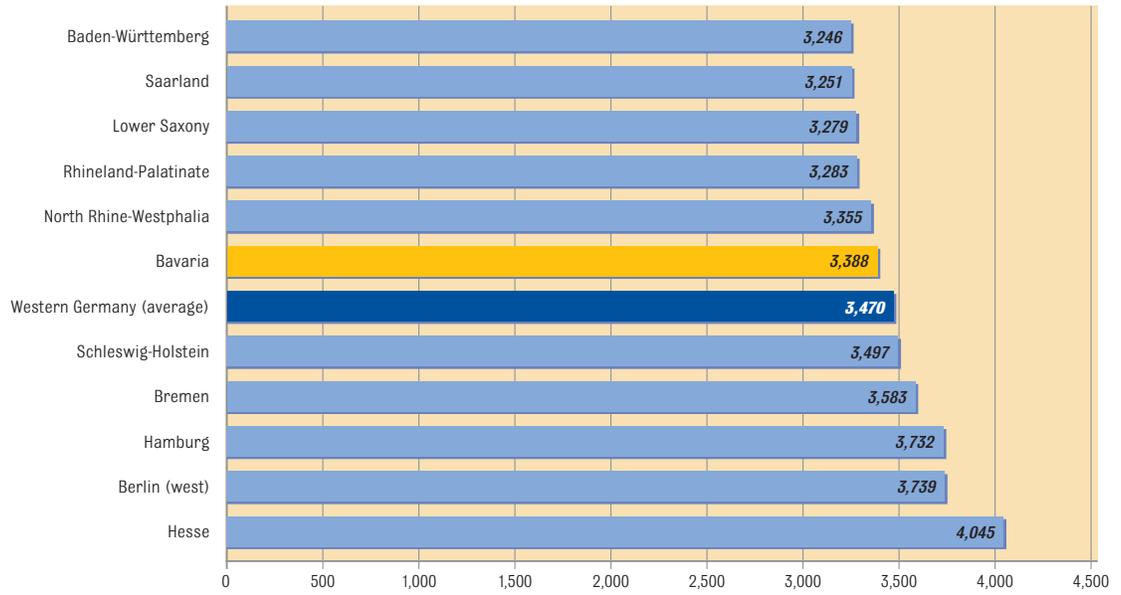
Average gross monthly wages in selected service sectors in western Germany—*Retailing*
in €, as of October 2005



Average gross monthly wages in selected service sectors in western Germany—*Wholesaling*
in €, as of October 2005



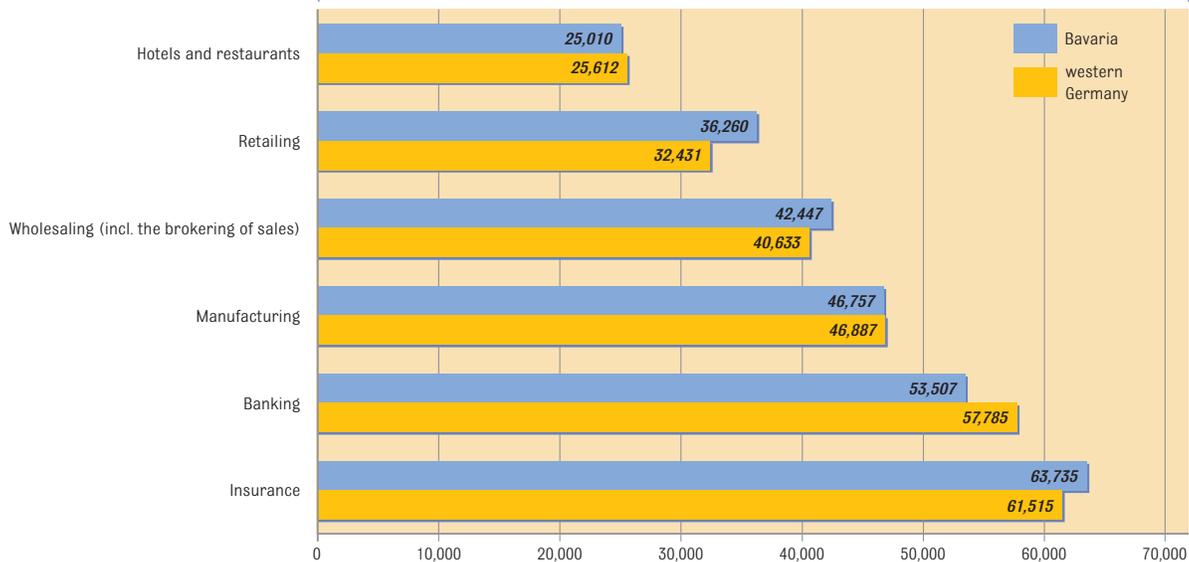
**Average gross monthly wages in selected service sectors in western Germany—
Banking and insurance**
in €, as of October 2005



Labor costs

Labor costs have two components: the remuneration itself, and benefits and other supplemental personnel costs. For employers, legally-stipulated benefits include payments for their personnel's health, unemployment and home care insurance, and for social security. In the area of benefits, wage negotiations between employers and employees generally center around the granting of days of vacation (and of gratifications associated with that), the size of special payments (with these including the paying of a 13th monthly wage), and the amount and conditions of coverage provided by the corporate pension scheme.

**Labor costs in the manufacturing sector and in selected services:
a Bavaria/western Germany comparison**
per full-time employee, in €, 2000

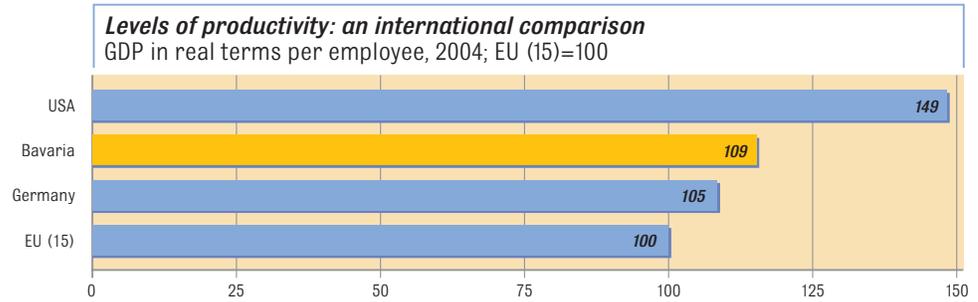


Supplemental costs as percent of total labor costs
labor costs in %, 2000

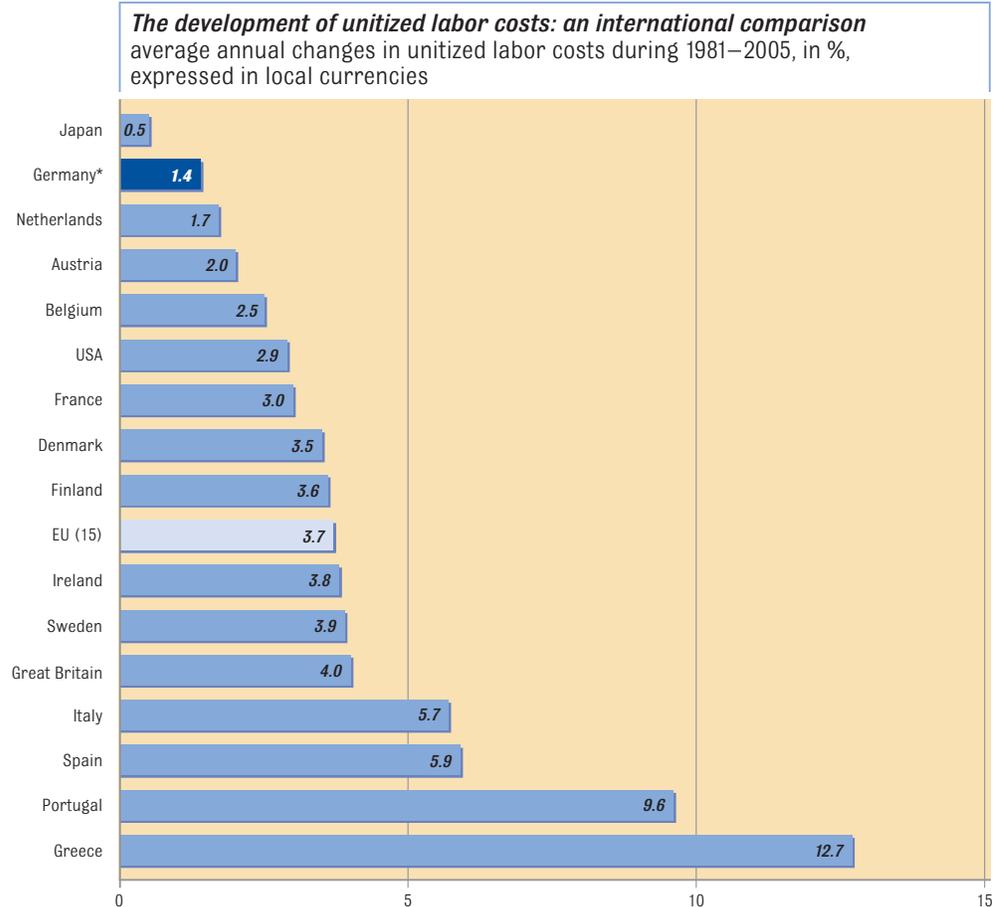


Productivity

The productivity of Bavaria's economy is greater than that of Germany as a whole and the EU (15).



A country's unitized labor costs provide a useful indication of how well it can compete with its counterparts for investments. As was the case for Germany as a whole, Bavaria's costs rose less than those of most of the industrialized countries during 1981–2005.



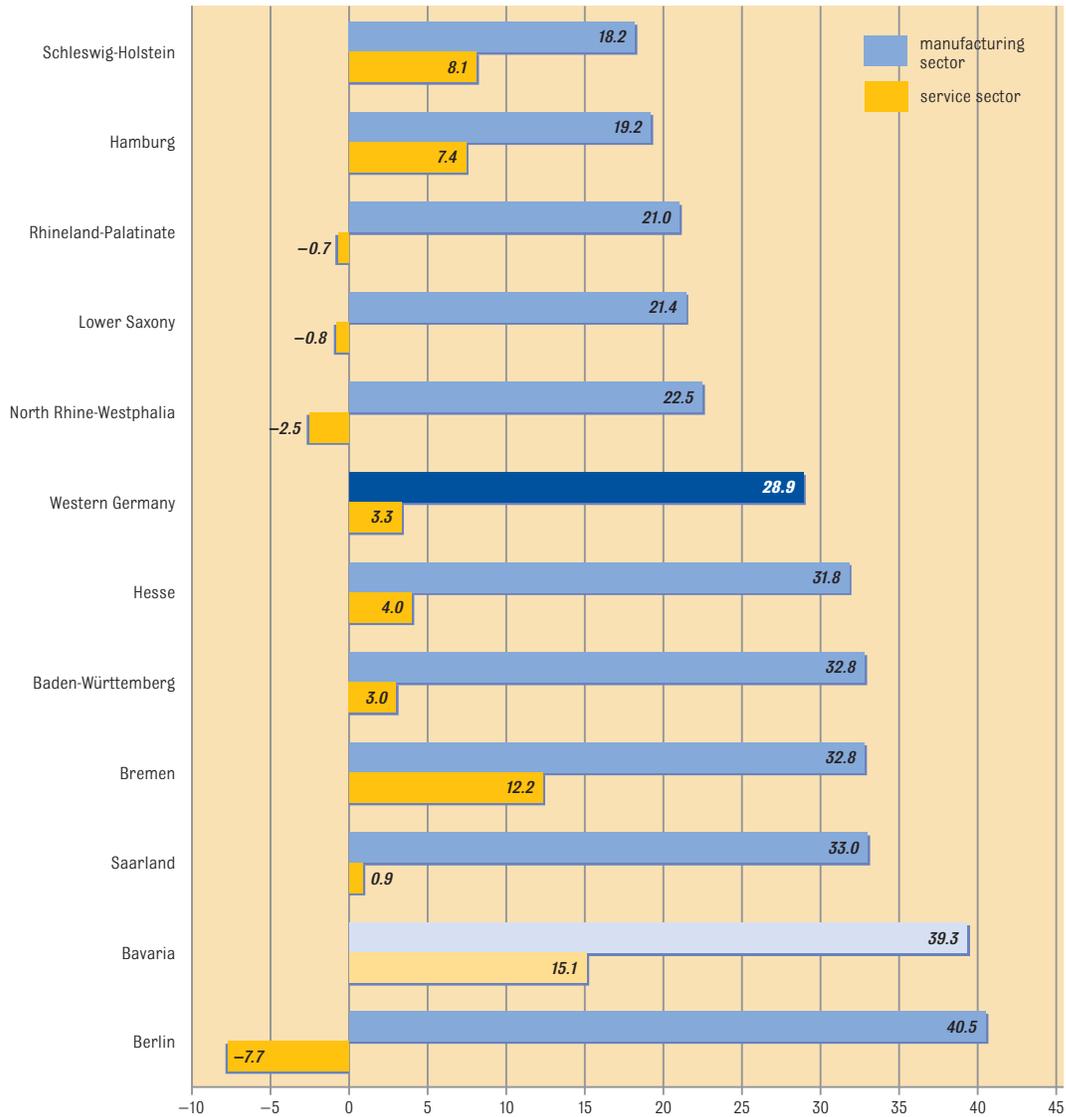
* until 1991, West Germany

Source: Deutsches Institut für Wirtschaftsforschung, Berlin

Between 1995 and 2005, Bavaria's manufacturing sector experienced the second strongest rise in productivity of any state in western Germany. The productivity rose 39.3%; that of Bavaria's service sector, 15.1%—the highest rise.

Increases in manufacturing and service sector productivity among western Germany's states

changes in real gross value added after allowing for inflation and other factors, per employee during 1995–2005 in %



Occupational co-determination and working relationships in companies

Corporate management and their staffs

At the dawning of the industrial age, the relationship between Germany's employers and their employees was marked by strife and enmity. Since then, the relationship between them has progressed into one of partnership, a partnership serving as a role model for much of the world's business community. Had corporate management and unions not learned to work together, Germany would not have become a country whose free market economy features a strong sense of societal responsibility.

Germany's collective employment code includes a charter regulating employer-employee relations (Betriebsverfassungsgesetz) in individual companies. The charter stipulates that the employees' council (Betriebsrat), the collective voice of the employees in a company, will work together with the company's management in good faith.

The employees' council has the statutory right to participate or be consulted in matters affecting the company's personnel, human affairs or conducting of business. Furthermore, the council monitors the company's adherence to labor regulations, labor contracts and in-company agreements. By doing so, the council helps assure that work is carried out at the company without strife or interruption. The great majority of Bavaria's employers find that a positive, productive climate prevails in their companies. This opinion is also held by their employees.

Working weeks

Over the last few decades, in nearly all of Europe's countries, the length of the working week—set in various collective wage agreements reached between corporate managements and the unions—has been progressively decreased. All throughout Europe, this reduction has generally gone hand-in-hand with the reaching of agreements imparting a greater flexibility to the scheduling of times of work. These agreements allow for a varying of the time spent at work each day or week, as long as the employee puts in the requisite time at work on a monthly, or a yearly basis. The trend is, once more, towards agreements increasing the number of hours worked each week by staff members.

In 1994, Germany promulgated a law on times of work. This undid some of the constrictions imposed by the state on the scheduling of such times. The law permits companies to ask their employees to work up to 10 hours a day (Monday–Saturday), provided that the time of work recorded during a six-month period does not exceed an average of 8 hours a day or 48 hours a week. Collective agreements permit further flexibility being built in.

The law forbids employers from asking their employees to work on Sunday. The law does, however, set up a number of exceptions. These apply to those persons providing life-maintaining or leisure-time services, as well as to a variety of situations involving manufacturers and service providers.

Were the interruption of work to lead to an impairment of quality or output, operations can be pursued on a full-scale basis on Sundays. Exceptions are also made for those operations competing for business with companies based in countries allowing the full-scale pursuing of work on Sundays, in cases in which this prohibition would lead to a material impairment of the operations' abilities to compete, endangering jobs in the process.

In June, 1996, the government of the Free State of Bavaria concluded a “pact” with the state’s leading business organizations and with the unions. The objective behind the entering into this pact was the creating and securing of jobs. The pact obliges state employers and unions to reach collective wage agreements securing employment in the years to come. The pact also recognizes the need for the furthering of the process of imparting more flexibility to the scheduling of working weeks, and to the need for individual companies to have more operating latitude in the fulfilling of collective wage agreements, which are generally universally and unvaryingly binding for an entire industry or business sector. Collective wage agreements reached since the concluding of this pact have already manifested its stipulations—and have produced a number of noticeable achievements.

The establishment of times of work is generally accomplished in basic collective or framework contracts. In addition to establishing how long employees are expected to work, these contracts are increasingly setting up procedures imparting a great deal of flexibility to the time’s apportionment. These include the creation of “corridors” (in which the times of work can vary), “accounts” (in which overtime can be paid in, for instance), and “times of compensation” (in which overtime can be “vacationed down”). Teleworking and other forms of remote-access labor constitute other ways of putting more flexibility into the scheduling of work.

Which of these procedures is used, and how, is generally determined on a company-by-company basis. The employment of these procedures allows employers to precisely adapt their companies’ operating capacities to fluctuations in the amount of orders on hand, and to other changes in business. These procedures also enable employers to satisfy many of their employees’ wishes. These often pertain to how their leisure-time is to be scheduled.

Negotiations on collective wage agreements

The negotiations conducted by employers and employees produce basic collective agreements and accords on special payments. They also yield reformulations of the tables of wages and salaries (going by the names “general contracts of remuneration”). These tables determine procedures of payment. They also generally establish individual wage and salary groups. Most of these contracts of remuneration have terms of between one and two years, with the trend currently going to those with terms longer than one year. Such long terms of duration provide both employers and employees with a greater ability to plan their futures.

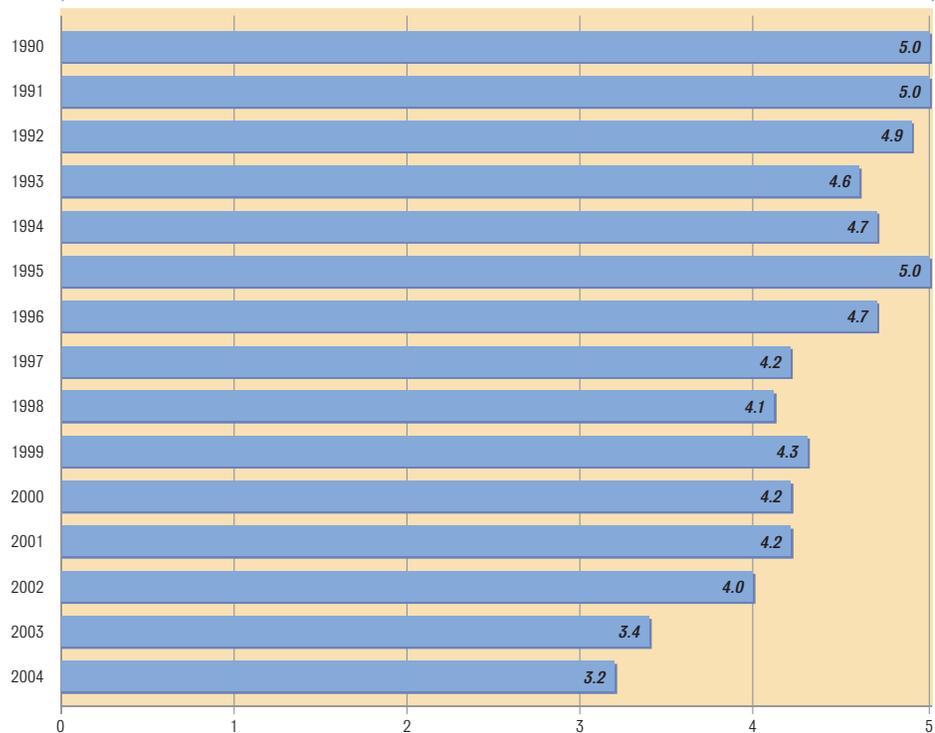
Days lost to illness and strikes

Days lost to illness and strikes

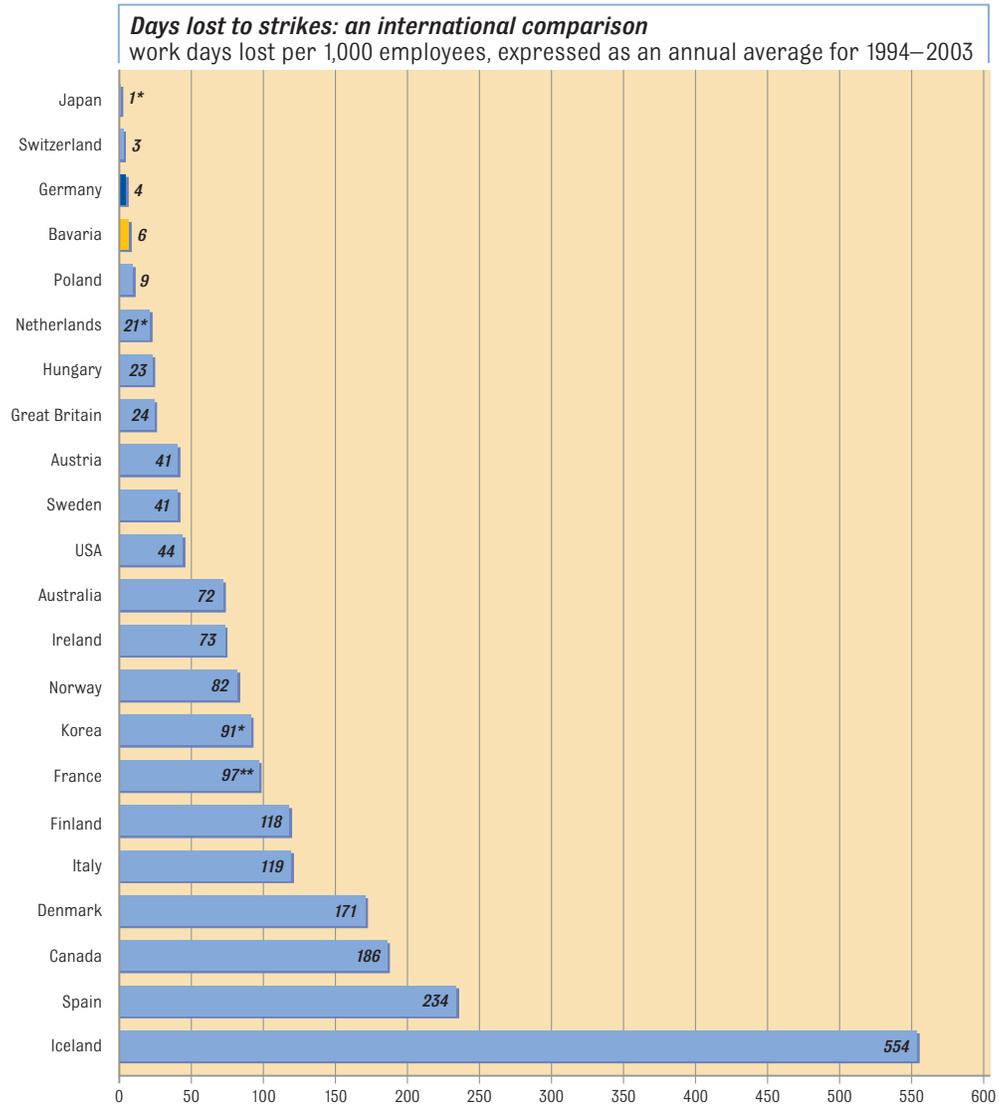
The number of days lost to sickness or incapacitation is very low in Bavaria's business community, and the reasons why are the universal provision of health care (to which all are entitled by law in Germany), the country's highly developed systems of social security and of medical treatment, and its labor protection code, which is a role model for others.

Days lost to illness

persons unable to work in % of total workforce; figures pertain to employees who are members of public-sector-run health insurance schemes



Bavaria's gainfully employed experience their place of work as a positive, productive place. This contentment finds expression in the rate of days lost to strikes or job actions in Bavaria, a rate which is among the lowest in the world.



Source: Institut der deutschen Wirtschaft
*1994–2002
**1994–2001

Invest Research and *in Bavaria* development



Infrastructure of innovation

Through the founding of five universities and a number of non-university institutes in the period starting in the 1960s, the network of facilities forming Bavaria's research community has been systematically and purposefully expanded and extended. Today, this network comprises 11 universities, 17 polytechnics, 3 facilities for the conducting of large-scope research, 11 Max Planck institutes and 10 centers maintained by the Fraunhofer Society. The size and output of this network make Bavaria one of the leading centers of innovation in Europe and in the world as a whole.

Research at Bavaria's universities

Operating objectives and responsibilities

In addition to educating students, the conducting of research has long been the main responsibility of Bavaria's universities. The universities carry out these activities in a great range of fields, and use an equally variegated spectrum of methods to do so. This diversity and depth of activity represents a highly important asset for Bavaria's scientific and industrial communities.

The value of this asset is realized through the transferring of technologies and other scientific findings. The scientists researching at Bavaria's universities possess a great store of problem-solving expertise, which is applied in commissioned research and collaborative projects.

Institutes of science maintained by Bavaria's universities and their focuses of research

Bavaria's universities carry out research in virtually all of today's areas of technological inquiry. These include:

Solid state physics

Munich's University of Technology, the Universities of Munich, Würzburg, Regensburg, Erlangen-Nuremberg, Bayreuth, Augsburg

Applied optics

University of Erlangen-Nuremberg, Munich's University of Technology, University of Bayreuth

Electric propulsion and control units

University of Erlangen-Nuremberg, Munich's University of Technology

Mechanical processing technologies, plant and industrial engineering, chemistry and fluid mechanics

University of Erlangen-Nuremberg, Munich's University of Technology, University of Bayreuth

Nanotechnologies

University of Munich, Munich's University of Technology, University of Würzburg

Manufacturing technologies

University of Erlangen-Nuremberg, Munich's University of Technology, University of Bayreuth

Experimental physics

Munich's University of Technology, Universities of Munich, Würzburg, Regensburg, Erlangen-Nuremberg, Bayreuth, Augsburg

Thermodynamics, fluid mechanics, hydraulics and energy technologies

Munich's University of Technology, University of Bayreuth

Laser technologies

University of Erlangen-Nuremberg, Munich's University of Technology, Universities of Würzburg, Bayreuth, Augsburg

Aviation engineering and space transport

Munich's University of Technology (working with the DLR—Germany's Aerospace Center), Munich's University of the German Army

Medical technologies

University of Erlangen-Nuremberg, Munich's University of Technology

Biotechnologies

University of Munich, Munich's University of Technology, Universities of Würzburg, Erlangen-Nuremberg, Regensburg, Bayreuth

Research into infectious diseases

University of Würzburg

Research into ecosystems

University of Würzburg, University of Bayreuth, Munich's University of Technology

The close working relationships existing between researchers at the state's universities and those working at non-university facilities constitute one important reason why companies with high-tech products flock to Bavaria.

The following examples detail the focuses of the research carried out jointly by Bavaria's universities and non-university research institutes.

Research into microstructures, including microelectronics

University of Erlangen-Nuremberg, Munich's University of Technology, Universities of Augsburg and Würzburg.

(This research is jointly carried out with Fraunhofer institutes and with working groups.)

Research into air pollution and other environmental problems

Universities of Bayreuth and Munich (working with GSF)

University of Augsburg (its Center of Environmental Sciences – WZU)

Basic research—the Max Planck institutes in Bavaria**Operating objectives and responsibilities**

The Max-Planck-Gesellschaft zur Förderung der Wissenschaften e.V.

- is an agency coordinating the work of some 80 institutes (as of this writing).
- carries out basic research into selected areas of the natural and social sciences and into the humanities.
- works to develop new areas of research. In doing so, it complements the research activities conducted at Germany's universities.
- works with the universities, providing them with access to its large-sized facilities and equipment.

Institutes

Eleven Max Planck institutes (MPIs) and one research office are located in Bavaria.

MPI for Astrophysics, Garching

MPI for Biochemistry, Martinsried, Munich

MPI for Neurobiology, Martinsried, Munich

Research Office for Ornithology, Andechs

MPI for the non-German and international law of patents, copyrights and the protection of competition, Munich

MPI for Physics (Werner Heisenberg Institute), Munich

MPI for Extraterrestrial Physics, Garching

MPI for Plasma Physics, Garching

MPI for Psychiatry, Munich

MPI for Research into Psychology, Munich

MPI for Quantum Optics, Garching

MPI for non-German and international societal law, Munich

Helmholtz Centers (large-sized research institutions) in Bavaria

Germany's states and its federal government have jointly set up a number of large-sized research institutes. These have been charged with the carrying out of large-scale, long-term technology development projects. Three Helmholtz Centers—one of the highest totals in the country—are located in Bavaria.

Each of the Helmholtz Centers has its own particular areas of specialization, in which it handles the following kinds of projects:

- those necessitating a large amount of expenditure for planning and management
- those whose carrying out encompasses the securing of input from a number of disciplines on a regular basis.

The institutes' work comprises everything from the conducting of basic research to the configuration of technologies in accordance with market needs.

Max Planck Institute for Plasma Physics (IPP)

Operating objectives and responsibilities

The Max Planck Institute for Plasma Physics (IPP) has dedicated itself to the development of nuclear fusion. This research has been primarily oriented towards producing ways of harnessing the energy produced by the fusing of the nuclei of the hydrogen atoms (thus creating helium). This technology would provide all of the earth's regions with an almost inexhaustible supply of energy. The IPP's central responsibility consists of coming up with an understanding of the physics of plasma. This will, in turn, be employed in the construction of a fusion-based power plant capable of generating energy by fusing hydrogen atoms' nuclei. To that end, the IPP is carrying out two large-sized experiments.

These involve the operation of the ASDEX Upgrade tokamak and the WENDELSTEIN 7-AS stellarator. Now being created is the latter's successor, the WENDELSTEIN 7-X, at the ancillary institute founded by the IPP in 1994 in Greifswald. The IPP has some 1,000 staff members, one of the largest totals of any Europe-based center of research into fusion. One of the workforce's responsibilities is the development of those new technologies needed to carry out the IPP's experiments and which haven't been created by companies.

Germany's Aerospace Center in Oberpfaffenhofen

The development of aviation and space transport technologies remains one of the most fascinating scientific challenges of our time. The DLR (Germany's Aerospace Center) is today Germany's largest institute of engineering-based research. It maintains eight dedicated facilities and four outposts.

The DLR's responsibilities are the

- Planning high-complexity aviation, space and mass transport systems
- Planning high-complexity flight navigation systems
- Optimizing the performance and environmental compatibility of systems propelling airplanes and space transport vehicles and supplying energy
- Remote-access direction and tracking of airplanes and space vehicles
- Developing advanced materials and the systems producing them
- Developing remote-access surveillance and data transmission systems
- Managing high-complexity projects and operating large-sized facilities

DLR's facilities in Bavaria are found in Oberpfaffenhofen, a southwestern suburb of Munich, and in Weilheim. Oberpfaffenhofen has been developed since the late '60s, on a step-by-step basis, into the center of operations and data-processing for the pan-European space program. The German Satellite Observation Center (GSOC) is also located on its premises. The center of research has a staff of 1,100 and an annual budget of some € 100 million. Oberpfaffenhofen also handles important responsibilities entrusted to it by ESA (the European Space Agency).

DLR maintains in Oberpfaffenhofen units conducting flight missions, Germany's Center for Remote Access Data and the space operations control facility. Also in Oberpfaffenhofen are the institutes researching and creating methods of compiling remote-access data (forming part of a dedicated cluster), high-frequency technology and radar-based systems, communication and navigation methods, the physics of the atmosphere, automation and mechatronics (the melding of industrial and telecommunications engineering).

Over the past few years, the DLR has developed into a major supplier of advanced communication systems, software-based design and simulation tools, medical technologies, advanced materials, and automatization methods. These are primarily employed by Germany's SMEs (small and medium-sized enterprises). The DLR is setting up a department dedicated to the concurrent development of automotive technologies.

GSF – Forschungszentrum für Umwelt und Gesundheit GmbH

All of GSF's scientific activities are undertaken to improve the long-term protection of the health of human beings and of the ecosystems sustaining them. The objectives of GSF's research are to identify the risks threatening this health, to decode the mechanisms causing disease, to determine the limits of the impositions borne by our environment, to calibrate the strength of the human being's defenses against ailment, and to develop systems precluding and palliating the outbreak of disease and the instance of environmental intrusion.

Maintained by the Federal Republic of Germany and by the Free State of Bavaria, GSF forms part of Helmholtz-Gemeinschaft Deutscher Forschungszentren e.V., which is the largest community of public sector research institutes in Germany. With 1,600 staff members and a budget of € 164.4 million (2005), GSF is the largest non-university research institute in Bavaria.

Institutes carrying out research commissioned by corporations

The Fraunhofer institutes

Headquartered in Munich, the Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V. (FhG) carries out research commissions placed by the private and public sectors. Encompassing both the natural sciences and engineering technologies, the research contracts processed and the services provided by the FhG have long been a major force in the transforming of research findings into marketable products and technologies.

Especially worthy of note among the Fraunhofer institutes in Bavaria are:

- Fraunhofer Institute for Integrated Circuits, Erlangen
- Fraunhofer Institute for Research into Operational Reliability and Micro-Integration, Munich
- Fraunhofer Center for Communication Systems, Munich
- Fraunhofer Institute for Integrated Systems and Components, Erlangen
- Fraunhofer Institute for Research into Silicates, Würzburg
- Fraunhofer Institute for Processing and Packaging Technologies, Freising
- Fraunhofer Institute for Construction Physics, Holzkirchen Center
- The Fraunhofer Society's patent office for Germany's research community, Munich.

Forschungsstelle für Energiewirtschaft e.V., der Gesellschaft für praktische Energiekunde

This research office has one of Germany's largest troves of expertise on energy and how to use it in an efficient way. The office is maintained by Gesellschaft für praktische Energiekunde e. V., a non-profit organization founded in 1949 and run by representatives from the energy supply, manufacturing, scientific and administrative communities.

The FfE's staff members are experts in electronics, industrial engineering and physics. They participate in the development of the following technologies, systems and services:

- technologies used in the measuring and managing of the energy used in buildings
- forecasting of energy consumption, structures of use and market trends
- technologies used in improving buildings
- the staging of exhibitions and the dissemination of information
- systems enhancing mobility and alternative propulsion technologies
- regenerative energy
- hydrogen and fuel cell technologies
- full-range analyses of energy use, of output and costs of emissions; certification.

The FfE's main objective is to help to deploy scientific breakthroughs to further the efficient use of energy. To that end, it devotes itself to working scientific findings into methods and systems which can be applied to the conservation of energy.

The Arbeitsgemeinschaft industrieller Forschungsvereinigungen Otto von Guericke e.V. (AiF)

The AiF is an organization supported by Germany's business community. It was created to foster research into the natural sciences and new technologies, and to carry out related development projects. This network of scientific innovation is supported by Germany's manufacturers and is comprised of more than 100 research associations. Their members include some 50,000 SMEs and 700 supporting research institutes.

The AiF's fundamental objective is to promote R & D links. The AiF's institutes in Bavaria include:

- The Foundation for Paper-Manufacturing Technologies (PTS), Munich (technologies for the producing and processing of paper)
- The Society for Research into Printing (FOGRA), Munich (printing technologies)
- Supporting Association of the South German Plastics Processing Center (FSKZ), Würzburg (plastics processing and inspection technologies)
- Institute for Research into Insulation (FIW), Gräfelfing, a suburb of Munich (the use of insulation in the construction sector and in construction physics)
- The Center for Welding-Related Instruction and Experimentation (SLV), Munich (materials engineering and welding-related processes and technologies)
- German Society for Research into Wood (DGfH), Munich (wood processing).

Bayerisches Institut für Angewandte Umweltforschung und -technik—BIfA GmbH

BIfA supplies solutions to a large number of environmental problems. To do so, the institute applies and adapts the products of the R&D activities conducted by its partners. Spanning the entire value-added chain, BIfA's activities comprise the carrying out of applied research, the compilation of feasibility studies, the formulation of solutions, the designing and construction of prototypes, the building (on a turnkey basis) and commissioning of facilities, and the creation (working on a joint basis) of market-viable products and services. The institute's activities are carried out by its staff members, who are experts in their fields, and who avail themselves on dedicated laboratories, technical infrastructure and other requisite equipment.

BIfA's areas of expertise are process and system technologies, technical and environment-derived chemicals, environment-informing biotechnologies, IT and business administration.

The institute's areas of specialty include

- preclusive and end-of-the-pipe environmental technologies
- preparatory and recycling technologies
- processing of wastes ensuing from the creation of high-tech materials
- environmentally compatible production operations
- optimization of biologically-based treatment facilities
- IT-based information systems
- the compilation of analyses of eco-efficiency
- the handling of hygiene-imperiling wastes.

BIfA's objective is to provide its customers, which are in the public and private sectors, with solutions optimally meeting their highly individual needs, and, by doing so, to strengthen their ability to compete on national and international-level markets.

The Bayerische Zentrum für Angewandte Energieforschung e.V. (ZAE Bayern), Würzburg

The ZAE Bayern's activities center around the application of energy. It also provides related vocational training and occupational education programs, consulting services, information and documentary materials. It has a trove of knowhow in high-vacuum insulation, photovoltaic and fuel cells-related technologies.

The ZAE has three divisions, located in Erlangen, Garching and Würzburg. To promote the application of scientific discoveries, the ZAE Bayern sets up working relationships with industrial corporations, universities and scientific institutes. The organization stages scientific and inforamatory events, and provides counsel on matters relating to the researching of the applications of energy.

ATZ Center of Development, Sulzbach-Rosenberg

Since being relaunched in 2003 the center has devoted itself to supplying services which develop processes and materials needed by the energy provision sector. The services range from the conducting of studies to the carrying out of pilot production activities. The focus of the center's research is the creation of innovative thermal and biological-based processes and of related, corrosion and wear-proof materials.

Scientific input is forthcoming from a network of R & D institutes. These include Munich's University of Technology, the center for applied energy research (ZAE), the Northern Bavarian Center of Expertise, and the university of applied sciences in Amberg and Weiden. Also working on ATZ's projects are doctorate-track students. Its projects make ATZ a center of knowhow dissemination. This knowhow is in strong demand by small and medium-sized industrial engineering companies.

Research consortia

A number of Bavaria's research programs are jointly carried out by two or more of the state's universities, are interdisciplinary in nature, involve areas promising to engender the technologies shaping tomorrow's economies, and are the recipients of support from the state's business community. This breadth and thrust of activity manifest the ability of Bavaria's post-secondary sector to respond to the challenges posed by ongoing developments. The list of the cross-university research consortia in Bavaria includes:

- ForCarbon—participating in it are the universities of Augsburg, Bayreuth, Erlangen-Nuremberg, Regensburg and Würzburg. Objective: to conduct research into carbon-based materials.
- ForOxid—the Center for the Application of Research into Materials and the Environment; the universities of Augsburg, Bayreuth and Würzburg; the Fraunhofer Institute for Research into Silicates. Objective of the consortium's research: the multiscale design of functional oxidic materials.
- ForNeI—the Fraunhofer Institute for Integrated Systems and Component Technology, Erlangen; the university of Erlangen-Nuremberg; the Technical University, Munich; the University of the Federal Armed Forces, Munich; and the University of Würzburg. Objective of the consortium's research: nano-scale electronics.
- ForIngen—the universities of Erlangen-Nuremberg, Munich, Regensburg and Würzburg. The objective of the consortium's research: to find how pathogens change their genetic information
- ForBias—the Technical University Munich; the University of Munich; the University of the Federal Armed Forces Munich. Objective: to create bioanalytical-based systems of sensory-directed assistance
- ForSip—the universities of Augsburg, Erlangen-Nuremberg and Passau, and the Technical University Munich. Objective: to conduct research into the situating and individualization of man-machine interactions
- ForWerkzeug—the university of Erlangen-Nuremberg; the Bavarian Center of Laser Research, Erlangen; and the Technical University Munich. Objective: to develop machine tooling systems enhancing the flexibility and efficiency of production operations
- ForLog—the universities of Erlangen-Nuremberg and of Regensburg, the Technical University Munich. Objective: to create supra-adaptive logistics systems

Applied research and development projects carried out by Bavaria's polytechnics**Operating objectives and responsibilities**

The applied research and development activities undertaken by Bavaria's polytechnics show a great breadth of subject matter. These activities are designed to transfer the expertise and technologies developed to the state's SMEs and to the rest of its business community. These transfers are carried out by the polytechnics' senior administrators and by a large numbers of professors.

Bavaria's technology transfer network

To be viable in today's highly competitive business world, a region has to institute and maintain a system capable of transferring the knowledge and technologies produced by its research institutes to its industrial community. The state of Bavaria's support for its technology transfer system is multifaceted. The guiding idea behind this support: "help the companies get what they need to get themselves growing."

Technology centers

Bavaria's high-tech incubation centers help their companies get through the start-up phase.

Bavaria's centers of high-tech incubation provide young companies' CEOs with direct access to scientists, technicians and managers.

The following high-tech incubation centers have been founded in Bavaria with public-sector support:

- Munich's technology center, maintained by Münchner-Gewerbehof- und Technologiezentrumsgesellschaft mbH (MTZ), Munich (incubation center)
- Innovations- und Gründerzentrum Nuremberg-Fürth-Erlangen GmbH (IGZ), Erlangen (incubation center)
- Technologie- und Gründerzentrum GmbH (TGZ), Würzburg (incubation center)
- Gründer-, Innovations- und Beratungszentrum Betriebsgesellschaft mbH (GRIBS), Schweinfurt (incubation center)
- Techno-Z Freilassing (the center works closely with the nearby Salzburg Technology Center, thus furthering the cross-border development of technologies by Bavaria and Austria)
- Innovations- und Gründerzentrum Biotechnologie (IZB), Martinsried, Munich (biotech-related incubation center)
- BioMed/ZmK Würzburg, Würzburg
- Innovations- und Gründerzentrum Biotechnologie (IZB), Weihenstephan (biotech-related incubation center)
- BioPark Regensburg, Regensburg
- Innovations- und Gründerzentrum Medizintechnik und Pharma (IZMP), Erlangen (incubation center for pharmaceutical and medical technologies)
- Energietechnologisches Zentrum (ETZ), Nuremberg (center for energy supply technologies)
- IT-Speicher Regensburg, Regensburg
- Logistik-Kompetenz-Zentrum (LKZ), Prien (center for the development of logistics-related expertises)
- Umwelttechnologisches Gründerzentrum (UTG), Augsburg (incubation center for environmental technologies)
- Innova-High-Tech-Park, Kaufbeuren (incubation center)
- Technologie Centrum Westbayern (TCW), Nördlingen
- Start Point Munich—the center for energy and communication, Brunnthal-Nord, Munich
- b-neun Media & Technology Center, Unterföhring, a northern suburb of Munich (innovation center for electronic media)
- AITI-Park, Augsburg (IT-related incubation center)
- Neue Materialien, Bayreuth (materials engineering incubation center)
- Innovations- und Technologie-Campus (ITC), Deggendorf
- GATE incubation center (GATE), Garching
- Anwendungszentrum Satellitennavigation, Oberpfaffenhofen (incubation center for satellite-based navigation systems).

The transferring of technologies in Bavaria

There are now more than 100 institutions in Bavaria providing links to R & D bodies and to local experts, or supplying consulting or problem-solving services in various technical areas.

To handle these responsibilities, the institutions also carry out a range of related activities, and hold ancillary events, including:

- the staging of specialized events and seminars centered around technologies, and of further occupational training courses for companies
- the organization of congresses and exhibitions presenting and pertaining to research findings and other technological subjects
- the coordination of high-tech companies' participation in trade fairs
- the state-wide dissemination of information.

Technologies transferred through "Bayern Innovativ"

The ability to incorporate innovations into products and services remains the prime determinant of a company's ability to compete successfully on international markets. To enhance this ability on the part of Bavaria's SMEs, the state government founded Bayern Innovativ in 1995. Headquartered in Nuremberg, the agency handles its brief by intensifying the transfer of technologies.

To do such, the agency helps state scientific institutes and companies forge and maintain links among each other. From the resulting matches of technologies and sectors ensue the quick and efficient development of advanced products.

As the following figures detail, the agency has masterfully handled its responsibility. To date, Bayern Innovativ has brought together 75,000 experts and potential partners. In doing such, the agency has forged a network of some 40,000 companies and of some 400 scientific institutes. Up to 10,000 participants (from 40 countries) attend the topic-specific events held every year in Bavaria by the agency.

The technology transfer platforms developed by Bayern Innovativ GmbH have become major venues for the initiating of new technology-related partnerships.

Activities include:

- the creation of platforms of joint development, the planning and organizing of congresses, symposia, one-on-one-meetings and cooperation forums
- the organization of stands shared by companies and scientific institutes at international-level high-tech trade fairs
- the creation and maintenance of media (an E-letter, newsletter, Internet portal, Internet-based videoconferences disseminating knowhow, the publishing of special reports and studies), in German and in English
- the planning and organization of the following joint initiatives and networks
 - BAIKA—the platform set up to foster innovation and cooperation among Bavaria's automotive suppliers
 - BAIKUM—Bavaria's initiative for innovation in environmental technologies
 - BAIKEM—Bavaria's initiative for innovation and cooperation in the electronics and microtechnologies sectors
 - Life Science Bavaria international network
 - Bavarian Energy Forum
 - Textile Innovation
- Forum Medizintechnik & Pharma e. V. sector of activities
- Innovation Relay Center sector of activities
- BayTech sector of activities: the securing, brokering and management of projects jointly undertaken by companies and universities.

Bayern Innovativ GmbH identifies advances needed by and forthcoming from the business and technology communities. The agency then gets scientific institutes and companies involved in the advances' development. This process is carried out by a team of some 50 staff members—engineers, physics, chemists, ICT experts, economists and marketing specialists. This team also works with experts hailing from the business and scientific communities.

Bayern Innovativ GmbH also devotes itself to the development of ten cutting edge technologies, with these ranging from biotech and microsystems technologies to materials engineering. These technologies are deployed by the ten most important sectors in Bavaria's economy, with these including the automotive, electronics, chemical, construction, textile and ceramics industries. Their breadth of activities has secured the agency's projects a large number of participants. Many of these participants do not normally form part of value added chains. Through their participation, the projects often feature new-look nexuses of activity.

Technologies transferred by local chambers of commerce and by the state's office of commerce (Landesgewerbeanstalt Bayern)

The state's chambers of commerce and the contact offices maintained at the headquarters and branches (of which the bulk are located in northern Bavaria) of Landesgewerbeanstalt Bayern (LGA) also facilitate the transfer of technologies in Bavaria. These bodies engage in

- the analysis of areas of weakness and of motivation to undertake structural transformations
- the promotion of knowledge transfer between those possessing it and those requiring it, and the supplying of experts capable of addressing individual problems
- the initiation of dialogues helping answer questions and solving problems arising in individual areas of technology.

Technologies transferred through OTTI

Serving SMEs and other members of the local business community, Regensburg's Ostbayerisches Technologie-Transfer-Institut e.V. (OTTI) acts as a consultant, offers further occupational education courses, dispenses information, and conducts public relations campaigns. OTTI also serves as a technology broker.

Technologies transferred by Kompetenzzentrum Umwelt Augsburg-Schwaben e.V., (KUMAS)

This center of technical expertise forms the nexus of the Augsburg-Swabia's network of providers of environmental technologies. KUMAS works to promote the flow of innovation among dedicated companies, scientists, political bodies and public authorities.

In doing such, the center augments the region's stock of knowhow and utilizable developments in the field of environmental technologies. The center's brief comprises the

- increasing of the sales abroad made by Swabian environmental technology companies
- the inculcating of environmental principles
- the setting up and operation of environmental management systems
- development of environment-related medicine technologies
- development of energy supply systems
- the furthering of the precepts of sustainable development
- the development of environment-related information systems.

BfA—Bavaria's Institute for Applied Environmental Research—and Augsburg's Center for the Incubation of Environment Technological Companies form the hearts of KUMAS' network. The institute and the center are located in the immediate vicinity of KUMAS.

Technologies transferred by BayernDesign

Design plays a key role in shaping a personal environment which is attractive, safe, functional and healthful. Headquartered in Nuremberg, BayernDesign began operations in May 2001. Its brief is to spearhead the transformation of Bavaria from a manufacturer of high-tech products into one in which technology and design further each other. To accomplish this goal, BayernDesign raises the public's awareness of the importance of design. It does this by disseminating information via www.bayern-design.de, by staging events, by forging networks, by holding competitions and by putting together exhibitions.

Technologies transferred through Bavaria's institutions of higher education

Bavaria's universities and polytechnics maintain offices of outreach and technology transfer. They also employ technology consultants. Responsible for the compiling and dissemination of catalogues listing technologies available, these offices and consultants serve as the interface to Bavaria's business community. They have also been charged with the solving of problems facing Bavaria's small and medium-sized companies, through the analyzing and defining of problems and through the selecting of consultants recruited from the state's academic community.

The following universities have such offices and employ such consultants:

- University of Augsburg: Center for Knowledge and Technology Transfer—ZWW
- University of Bamberg: Research Promotion and Knowledge Transfer
- University of Bayreuth: Knowledge and Technology Transfer
- University of Erlangen-Nuremberg: Contact Agency for Knowledge and Technology Transfer
- University of the Federal Armed Forces Munich: ITIS e.V.—Knowledge and Technology Transfer
- University of Passau: Knowledge and Technology Transfer
- University of Regensburg: FUTUR—Research and Technology Transfer
- University of Würzburg: Research Promotion and Technology and Knowledge Transfer
- University of Munich: KFT Contact Agency for Research and Technology Transfer
- Technical University Munich
 - WIMES—Agency for Knowledge Transfer and Trade Fairs
 - TUMTech GmbH—Technology Transfer and Management

Visit www.tbu-online.de to find out how to get in touch with the agencies, and to learn more about them. The Website is maintained by the Working Circle of the Technology Transfer Agencies of Bavaria's universities.

The core areas of expertise of the polytechnics—and hence the bulk of the technologies which they transfer—are in the fields of electronic, industrial, and other forms of engineering, ICT (information and communication technologies) and business administration.

A number of the state's polytechnics have areas of individual specialization. These include the facilities in Rosenheim (wood processing technologies) and Weihenstephan (agriculture, food processing, environmental protection, biotechnologies, forestry, horticulture and landscape architecture).

The transferring of technologies by non-university facilities

The following non-university facilities serve as technology transfer offices:

- The Munich-based Max Planck Institute's Garching Innovation
- Ascenion GmbH Munich, serving GSF (Oberschleißheim), and numerous other life sciences companies
- The Munich-based Fraunhofer Society's Patents Center
- Oberpfaffenhofen's Deutsches Zentrum für Luft- und Raumfahrt e.V.
- Kompetenzzentrum Neue Materialien Nordbayern (NMB, materials engineering), Bayreuth
- Süddeutsches Kunststoff-Zentrum SKZ-KFE gGmbH (research into and development of plastics production technologies), Würzburg

Centers of application and utilization

Operating objectives and responsibilities

A number of Bavaria's universities, non-university research institutions and dedicated sponsoring and supporting organizations maintain centers of application and utilization. These centers are found throughout the state, providing their users, primarily SMEs, with direct access to leading edge technologies. In addition to disseminating information and providing further occupational training for young staff members, the centers maintain facilities demonstrating solutions to all of the problems arising in the course of developing key technologies.

Among them:

IWB Center for the utilization of product technologies, Augsburg

maintained by Munich's University of Technology

The center for the testing of fiber-reinforced materials

at the University of Erlangen-Nuremberg

Bavarian Laser Center (BLZ), Erlangen

Center for the application of coating technologies at the Fraunhofer Institute for Research into Silicates (ISC), Würzburg

Zentrum für Neue Ingenieur- und Software-Technologien GmbH (ZNT)

(Center for new engineering-based and software technologies), Burghausen

ATZ Center of Development of Processes and Materials Used in and by the Energy Supply Trade

Sulzbach-Rosenberg

Bayerisches Zentrum für Angewandte Energieforschung e.V. (ZAE)

the Universities of Würzburg and of Erlangen-Nuremberg, Munich's University of Technology

Center of competence in New Materials North Bavaria (NMB)

Bayreuth, Fürth and Würzburg

Center for the application of research into materials and into the environment (AMU)

University of Augsburg

KFB Center for Fluorescent Bioanalytics (KFB) at the University of Regensburg

The Bayreuth Center for Colloids and for Interfaces (BZKG), University of Bayreuth

The Center for Regenerative Materials, Straubing

Center for Environment Sciences (WZU), University of Augsburg

Center for Applied Computer Sciences, Passau

Campus Center for IT Services and Start-ups, Passau

Institute for Capital Goods and Operating Systems (iwb)

Munich's University of Technology

Bavarian Network of Expertise in Mechatronics (BKM), Augsburg

Bavarian Institute of Applied Environmental Research and Technologies (BIFA)

Augsburg

South German Plastic Processing Center (SKZ), Würzburg

pro-micron, Kaufbeuren

The assessment and monitoring of technologies

Operating objectives and responsibilities

In Bavaria, testing offices, agencies and facilities conducting pilot projects also transfer research findings from the state's universities, of which they form part, or with which they are affiliated, to its business community. Their daily work—assessing the effects and effectiveness of technologies—mandates that these bodies take a highly practical approach when carrying out the commissions entrusted to them.

Some of the testing bodies affiliated with Munich's University of Technology are:

- the state office for the testing of technical physics
- the laboratory for structural chemistry
- the institute for the testing of hydraulics and hydrology
- the state agency for the testing of materials used in industrial engineering
- the association of offices for the testing of construction sites
- the agency for the testing of foundations, soils and boulders
- the state agency for the testing and development of construction technologies

A similar range of responsibilities is handled by Münchberg's State Agency for the Testing of Textiles, which is affiliated with Hof's Polytechnic.

Complementing Bavaria's range of institutes evaluating and testing technologies is a network of special-purpose institutions. They also provide information and consulting services.

- Bavarian Energy Forum, maintained by Bayern Innovativ, Nuremberg
- the center for information on energy conservation and on renewable sources of energy, Lindau
- the center for information on and the demonstrating of sources of renewable energy (and especially photovoltaics), Fürth
- the testing agency of the South German Center of Plastics Processing, SKZ-TeConA GmbH (Testing, Consulting, Approval), Würzburg
- the LGA Landesgewerbeanstalt Bayern (Nuremberg) and its branch offices in Augsburg, Bayreuth, Hof, Munich, Regensburg and Würzburg
- the energy conservation consulting services provided by Munich's Bauzentrum (center of building materials and procedures)
- the "Regional Development and Energy" specialized association, Regensburg.

Patenting and licensing institutions

Patents constitute an important source of valuable technical information for companies. As compared to other sources of information, the patents exhibit a greater comprehensiveness and precision of content. These patents thus serve as a source of inspiration for corporate research, development, production and strategy-formulating departments.

The fact that several national and international-level patent offices are headquartered in Bavaria provides the state's business community with an edge over its counterparts.

European Patent Office

Headquartered in Munich, the European Patent Office (EPO) (www.epo.org) maintains official units in Berlin, Vienna and The Hague. The EPO grants patents valid in the countries forming party to the European Patent Agreement (EPA). The EPO is the executive arm of the European Patent Organization, an international body founded on the basis of the EPA.

As of June 2006, the parties to the EPA were Austria, Belgium, Switzerland, Cyprus, Denmark, Germany, Spain, Finland, France, Turkey, UK, Greece, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Monaco, the Netherlands, Poland, Portugal, Sweden, Bulgaria, Czech Republic, Estonia, Romania, Slovak Republic, Slovenia and Hungary. Patent applications submitted to the EPO are initially considered to be for all of the above. The applicant's selection of countries of validity occurs later on in the patent granting process.

The responsibility of the EPA is to ensure that the citizens of Europe get full use of innovations and of the economic growth and viability these innovations facilitate. To do such, the EPA conducts all-encompassing investigations. Once completed, these result in the granting of patents valid in several or all of the 31 parties. Patent applications can be submitted in German, French or English.

The European Patent Office's dedicated services are accessible at:
www.european-patent-office.org/espacenet

German Patent Office

Responsibilities and facilities

The German Office of Patents and Trademarks (GOPT) is an agency forming part of the Federal Ministry of Justice. The GOPT is the authority responsible in Germany for the granting, protection and administration of commercial rights to intellectual property. Another of the GOPT's main responsibilities is the broad-scale public dissemination of information on commercial rights to intellectual property.

Headquartered in Munich, with offices in Jena and Berlin, the GOPT is responsible for

- patents, trademarks and patterns
- conducting of dedicated research
- informing the general public about commercial rights to intellectual property.

GOPT (www.dpma.de) maintains Websites providing information on patents (www.depatistnet.de) and on patent applications and on holders willing to grant licenses to their patents (<https://dpinfo.dpma.de>).

The Fraunhofer Society's Patent Office for the German Research Community

This office is one of the ten institutes maintained in Bavaria by the Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V. The office provides the services turning research findings—created by its associated institutes and companies—into successful products.

These findings stem from institutes (either forming part of universities or maintained on an independent basis), from small-sized companies and from inventors. The office seeks out these inventions and furthers their development. This primarily occurs through the granting of licenses on same to companies and through the development of startup projects. The patent office provides inventors with financial support. The agency also compiles for them patenting and licensing strategies, and assists them in the exploitation of their intellectual property (IP).

The patent office assists companies in the assessment and valuation of their inventions, patents and technologies. The office also compiles studies on the rights enjoyed by IP and evaluates the same. Further, the office also carries out patent-related research, and assists research institutes, inventors, and institutions of higher education in the securing and exploiting of rights to IP. The office also brokers technologies and R & D products to the business community.

Working on a commission from the community of institutions of higher education in Bavaria, the office manages Bayern Patent. This initiative was set up to market the patents forthcoming from these institutions.

The LGA's center of patents and norms in Nuremberg and Hof

The name "LGA" stands for a group of companies providing advanced testing and other services. With more than 30 offices in Germany and in other countries, the group (www.lga.de) is comprised of a publicly-owned corporation and several other companies.

The LGA provides testing, counseling, monitoring and certification services. The agency also supplies a large variety of information on patents, trademarks, pattern and norms. This information is publicly accessible via www.patente.lga.de and www.normen.lga.de.

With an office in Hof and its headquarters in Nuremberg, the LGA's center of patents and norms provides SMEs and inventors with the following facilities and services:

- It maintains a public-access reading area and document supply service.
Provided at and by them are German and non-German patents, patterns, trademarks and samples, norms, a selection of national-level directives, laws, regulations, association-level guidelines, the EU's gazette and the documents issued by the EU Commission. LGA is the only facility in Germany to offer direct access to the research system maintained by Germany's Office of Patents and Trademarks (DEPATIS) for its customers.
- It accepts applications for the granting of patents, patterns, trademarks and samples. The center also maintains a "mailbox" that allows applicants to hand in their applications during the night time.
- It conducts research into all areas of the protection of commercial rights to intellectual property. The office also compiles analyses of patents statistics and monitors trends in the area.
- It shares premises and content with the Euro Info Center (www.eic.lga.de)
- It stages seminars on and offers training in commercial rights to intellectual property, norms and other subjects.
- It conducts on-line research into patents. To this end, the center employs www.vituelles-supportzentrum.de, which features a 24/7 system of interaction with dedicated experts.
- Working with local patent attorneys, the centers counsels, on a free-of-charge, weekly basis, inventors seeking an initial briefing.
- The center provides financial support to SMEs applying for initial patents (INSTI). This forms part of a program designed to stimulate the flow of innovation.

Public sector support provided to private-sector R & D projects

Bavaria is proud of its range of large-sized companies and the world-famous products emerging from their R & D departments. It is equally proud of its small and medium-sized companies, which continue to develop path-breaking technologies. While doing so, these companies have displayed a great store of innovation, the willingness to take risks and a high degree of adaptability. Key fact: small and medium-sized companies and individual inventors are responsible for some 85% of all patents applied for in the Federal Republic of Germany. The wide, highly diverse range of programs instituted by the state government augments these smaller-sized companies' ability to innovate.

Forms of financial assistance supplied by Bavaria to research and other sources of technical development

The programs of financial assistance set up by the state of Bavaria give a large number of companies incentives to investigate and utilize advanced technologies. The programs thus foster the proliferation of these technologies throughout the state's business community.

Bavarian program for the introduction of technologies (BayTP)

By supporting everything from the design of the initial concept to the serial manufacturing and marketing of the final product, this program promotes the development of new technologies into fully-functional prototypes.

This support is not restricted to or geared towards any particular sectors. Projects not involving software and undertaken by individual companies—of small or medium size—are eligible for support, which takes the form of loans and subsidies.

Bavaria's program to foster the starting up of high-tech companies (BayTOU)

This program provides subsidies to start-ups and to recently founded companies launching new strategies of technological implementation and developing new products, with this including software processes, technical services and high-potential ways of doing business featuring unproven technologies.

"New materials" program of development

This program provides support to projects jointly carried out by companies and research institutes. Its objective is to step up the pace of development of new materials, and of their incorporation into products. This program is centered around the metals, polymers, ceramics/glass and fiber composites sectors.

Microsystem technologies in Bavaria

This program provides support to R & D projects carried out by companies and institutes jointly striving to find applications for micro-sized components, and for devices and systems incorporating them.

Information and communication technologies in Bavaria

Promoting the research into and development of information and communication technologies by companies and institutes. These technologies are to be incorporated into advanced products and services, and to go to increase the efficiency of business processes.

Further information on the above-mentioned technology promotion programs is available at www.stmwivt.bayern.de/technologie/technologief.html

Program for the fostering of efficient ways of producing and using energy

This public-sector program provides support to the development and demonstration of new energy production and conservation technologies.

For further information:

www.stmwivt.bayern.de/energie/foerderprogramme.html

Bavaria's regional promotion programs

Applying to those regions designated eligible for such support, this program supplies subsidies and loans to those parties making investments leading to the introduction of new technologies and to the creating or securing of jobs.

For further information:

www.stmwivt.bayern.de/foerderprogramme/inhalt.html

Bavaria's Research Foundation

The state of Bavaria founded this body in 1990. The foundation's main activity is to foster the rapid and multifaceted application of the findings compiled by the cutting edge research projects jointly conducted by the state's scientific and business communities.

These projects were primarily in the following sectors

- life sciences
- information and communication technologies
- microsystem technologies
- material supply systems
- energy and environmental technologies
- mechatronics
- nanotechnologies
- processing and production technologies

Provision of venture capital

Fulfilling a commission given to it by the state government of Bavaria, LfA—Förderbank Bayern, founded in 1995 a subsidiary—Bayern Kapital.

Bayern Kapital provides Bavaria-based, high-tech start-ups with participatory capital. These funds, in turn, finance the development and deployment of innovations. The provision of these funds generally occurs on a matching basis.

Bavaria's high-tech campaign

The world economy is continuing to gallop down the paths of globalization. Knowledge has become the key factor of production. Like the technologies they're creating, the sectors furthering these trends are fast-growing.

To ensure that the state stays at the forefront of technological progress, the government of Bavaria promulgated in 2000 a large-scope program—"Bavaria's campaign for advanced technologies." It is financed from the proceeds of the state's privatization activities, and goes to foster the development of innovations and of the cutting edge sectors in which they are found. This development work is carried out by scientific bodies and by corporations.

To date, € 1.69 billion has been disbursed by the campaign. This is to be followed by the provision of a further € 1.35 billion, forthcoming from privatization proceeds.

This campaign is being implemented to augment the stocks of know-how possessed by Bavaria in the sectors set to be of cardinal importance in this century:

- life sciences (gene-based and other kinds of biotechnologies, including those used in the processing of food, and medical technologies)
- information and communication technologies
- advanced materials
- environmental technologies
- mechatronics (the melding of industrial and communication technologies).

The carrying out of this campaign will impart further impetus to the growth being recorded by Bavaria's high-tech centers, and will thus keep them in the international-level race to secure investment.

All sectors of Bavaria's economy, even those not generally considered to be high-tech in nature, will profit, be it indirectly, from the high-tech campaign and the growth it is producing. The creation and expansion of regional-level centers of expertise are being undertaken to ensure that all of the state's many regions profit from and partake of this growth by developing their—highly individual—business assets. This diversity of assets constitutes a major advantage in the securing of inward investment on the national and international levels. The development of these assets will increase the numbers of local start-ups, business expansions or corporate arrivals.

For the above reasons, each of the state's seven regions has formulated its own strategy of development. The implementation of their constituent projects is being funded by € 176 million.

A way to increase the number of gainfully employed in Bavaria is offered by the attracting of further foreign high-techs to the state. To achieve this, the state government is enhancing its outreach to the business communities in the USA, Japan and other European countries. The state's USPs ("unique selling points") are its trove of advanced technologies and companies possessing it. To activate these assets, the state government assists in the forging of technology partnerships.

Germany's research community produces a great number of marketable innovations. These, however, are not being properly exploited. That's the message being reported by rankings of countries by the numbers of technology-driven companies founded in them. As opposed to the situation for Germany as a whole, Bavaria's rate of self-employment is above the OECD-wide average. Bavaria's high-tech campaign is implementing programs designed to increase the number of high-tech companies and practices founded in Bavaria—and for a good reason. Twelve jobs created during its first five years of existence—that's the track record of the average high-tech. The corresponding figure for all newly-founded companies: 4 jobs after five years.

Businessplan competitions were staged in Munich and in northern Bavaria. These were successful and will be staged again. Company founders have a great need for business coaching. The provision of these services will therefore be expanded, as will the technology and incubation centers housing many of these newly-founded companies.

This set of measures will serve to strengthen Bavaria's research and business communities and all of the regions in which they are located. The measures will thus enable the state to remain one of the most potent competitors for investment in Europe and in the world as a whole. The deregulation of energy markets robbed the public sector's ownership of a stake in its energy suppliers of any strategic importance it might have had. Aware of that, the state of Bavaria sold its holdings in these suppliers. The funds issuing from this have been used to finance the state's campaign for high-tech and preceding programs. These expenditures have been made to implement Bavaria's policy of investing in the research capable of yielding innovative technologies, ones capable of keeping the state at the forefront of technological change.

Alliance Bavaria Innovative

Bavaria's cluster-building campaign

There's one very good way for Bavaria's business community and its staff members to counter the ever-higher level of competition prevailing on international markets: to incorporate link-building innovations into each and every one of the chains of value added. To assist the state's companies in doing such, and to promote such holistic approaches, the state government created the Alliance Bavaria Innovative.

The first thrust of the Alliance is the promotion of the forging of clusters by companies, universities, research institutes and other players in the Bavarian economy's 19 technological sectors and fields of joint operation.

The Alliance Bavaria Innovative's cluster-building has the following **objectives**:

- to **enhance the state's capacity to innovate** by easing and expediting the transformation of research findings into market-making products
- to **increase productivity** by optimizing working relationships and promoting competition. Both purposes are served by the creation of intra-cluster platforms of innovation, which allow erstwhile competitors to pursue joint programs of development.
- to **enhance companies' sense affiliation** with Bavaria by recruiting them into networks. These, in turn, are charged with the developing themselves into **trademarks** for technological excellence known the whole world over.

Intra-cluster platforms have been created for the following 19 technological sectors and areas of joint operation. Each is now engaged in the process of network-building:

High-tech clusters

- Biotechnologies
- Aerospace
- Satellite-based navigation
- Information and communication technologies
- Environmental technologies
- Medical technologies

Clusters of production

- Automotive
- Chemicals
- Sensorics and high-performance electronics
- Food processing
- Forestry and wood
- Financial services
- Media
- Energy technologies
- Rail technologies
- Logistics

Cross-disciplinary technologies

- Nanotechnologies
- Mechatronics and Automation
- Advanced materials

Highly-regarded businesspersons and scientists have agreed to serve as the clusters' "pitchmen". Entailed in this position is the deploying of their know-how, prestige and contacts in the clusters' recruiting and marketing efforts. Managing directors handle the day-to-day work of cluster-building by pursuing a broad variety of measures. Alliance Bavaria Innovative's second thrust is the unleashing of intra-regional synergies by the encouraging of cross-disciplinary networking on the local scale.

In addition to supportive services, the government of Bavaria is providing the Alliance with € 50 million over a five-year period. By doing so, the government has set in motion an open-ended process of network-building.

Invest Bavaria's economic *in Bavaria* infrastructure



Bavaria's transport infrastructure

The accession to the EU by 10 central and eastern European countries has enhanced Bavaria's heart-of-Europe location. This location has made Bavaria the continent's crossroads. Nearly all of the traffic between northwestern Europe and Austria, Italy, Slovenia, Croatia and points farther south and southeast passes through Bavaria, as does much of the goods conveyed to central and eastern Europe. To accommodate these flows of freight and people, Bavaria has built up an extensive network of well-maintained superhighways and other transport arteries.

Providing unimpeded international access to the state, Bavaria's roads have a total length of 137,000 kilometers. They form essential parts of Germany's network of autobahns (limited access divided highways) and highways and of 7 major routes linking eastern and western and northern and southern Europe. The state's rail grid provides passengers and freight with high-capacity, high-speed links to German and other European destinations. The Rhine-Main-Danube waterway connects Bavaria to international ports on the North Sea and to those on the Black Sea. Munich and Nuremberg airports are integral parts of the world's air travel network.

Further extension and expansion of Bavaria's transport grids

Bavaria is a hub of the world's transport grids. To maintain this position, the state government is extending and expanding its various networks.

Much of the building and extension of superhighways is occurring in conjunction with the projects initiated to promote intra-German unity. These projects include:

- the adding of two lanes (for a total of six lanes) to the section of the A9 superhighway running between Nuremberg and Bayreuth (completion by 2006)
- A73, running from Lichtenfels to Suhl, with completion scheduled for 2008.

Other projects include the completion of

- A6, the superhighway linking Amberg with A93 (completion scheduled 2008, to the Pfreimd exit) and with the Czech border (completion scheduled for 2006, to A6)
- A7, the superhighway linking Nesselwang and Füssen (by 2008).

The state is giving high priority to augmenting the carrying capacities of traffic jam-prone superhighways by adding on two lanes to them. This will bring the number of lanes to six. Projects include the

- A3 superhighway between Aschaffenburg and Nuremberg,
- A6, between Nuremberg and Heilbronn
- A8, between Rosenheim and Salzburg
- A8, between Ulm, Augsburg and Munich. This is set to start in 2006.

The segment between Augsburg and Munich will be financed starting in 2006 by a B0 (build operate) public-private partnership.

Other highway improvement projects in Bavaria include

- the construction of A94, linking Munich, Mühldorf and Passau
- the completion of A96 linking Munich and Lindau
- the construction of B15, a new two-lane highway, linking Regensburg, Landshut and Rosenheim.

Foreseen for Bavaria's rail grid by Germany's plan for transport infrastructure (2003) are a number of projects. They include:

- the building and extending of the line linking Nuremberg and Erfurt
- the upgrading of the line linking Neu-Ulm, Augsburg and Munich
- the upgrading of the line linking München–Mühldorf–Freilassing and
- the upgrading of the line linking München–Lindau(–Zürich) for use by inclination-capable trains.

The state of Bavaria has advanced the funds used in the construction of a new train station in Neu-Ulm. This will enable the station to be completed by 2008, which is when the city will be the venue for the State Garden Show. Working with the rail authority in Austria, the line linking Nuremberg, Passau, Linz and Vienna is to be upgraded. This line forms part of a Danubian express corridor. The lines linking Nuremberg, Marktredwitz, Pilsen and Prague, and Geltendorf and Lindau are being converted to run electricity-powered trains.

Also being carried out is the extension of the regional rail grids (S-Bahn) in Munich and in Nuremberg.

The extension of Munich's S-Bahn is scheduled to be completed by 2010 and comprises

- the building of a new main line, the second of its kind, between the Pasing and Ostbahnhof stations
- the extension of an S-Bahn line running from Munich to Freising and via the airport to the Erding station. Another, related project is the creation of a spur linking the rail line running between Munich, Mühldorf and Freilassing with the Erding station.

The extension of Nuremberg's S-Bahn will give the city four lines by 2010.

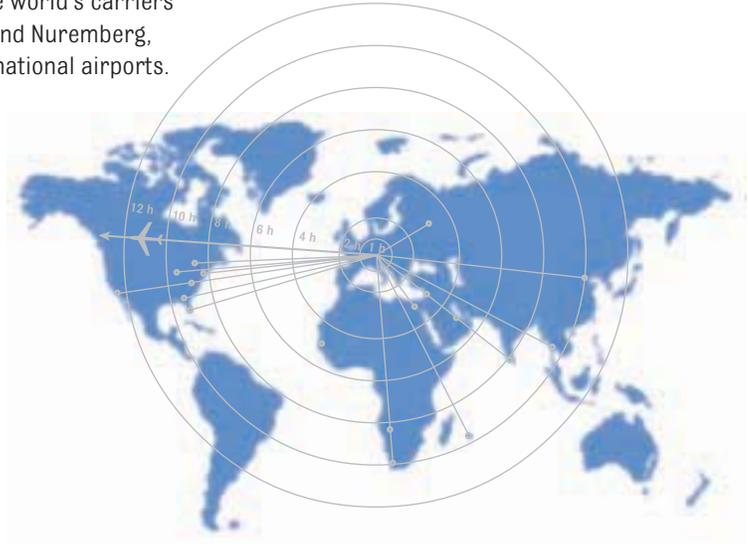
Bavaria is striving to increase the efficiency and environmental-friendliness of the systems forwarding freight in and through it. To this end, the state is further developing its intermodal system, which links its rail, road and water-based grids into a single unit. The nodes of the system are freight transloading centers, a network of which is now being extended in the state.

Munich's airport is an important part of the world's grid of major air transport centers. The proximity to this high-performance airport constitutes a factor boosting the economy of both Bavaria and of southern Germany as a whole. This hub offers a large number of direct flights to and from business centers located to the south, southeast and east of the state—and to the west. Many of these destinations are located in North America. The building up of Munich's airport has been another demonstration of Bavaria's readiness to meet the demands innate to the state's role as being one of Europe's leading edge economic areas. A new, second terminal has been completed. The new terminal boosts the airport's annual capacity to some 45 million passengers. Northern Bavaria is served by Nuremberg's airport, through which an increasing amount of international traffic is being routed.

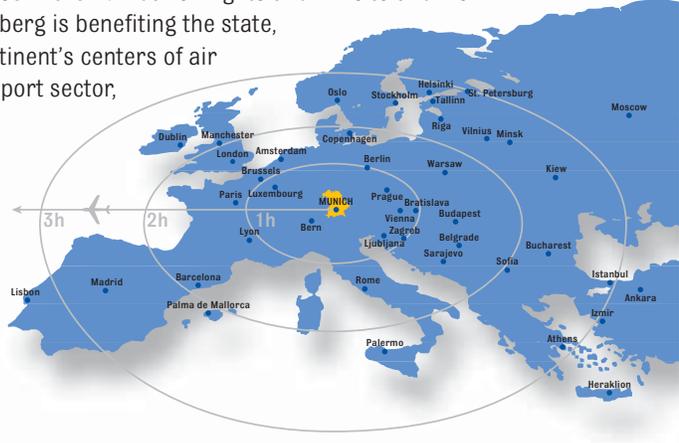
Air transport in Bavaria

Bavaria: at the center of the world's air travel network

Some 170 of the world's carriers serve Munich and Nuremberg, Bavaria's international airports.



With some 250 destinations served, Munich's airport is one of Europe's major hubs. The ongoing increase in the number of flights and links to and from Munich and Nuremberg is benefiting the state, long one of the continent's centers of air transport, its transport sector, and its companies and its citizens.



International airports (Munich and Nuremberg, 2005)

In 2005, some 475,000 airplane movements were performed at Munich and Nuremberg airports, which are served by some 170 carriers. Of these movements, some 446,000 were performed by commercial carriers.

In 2005, 28.6 million passengers passed through Munich's airport. In the same year, Nuremberg served some 3.8 million passengers.

<i>Flight times to the leading centers of business outside Europe (selection)</i>			
Destination	Flight times	Destination	Flight times
Atlanta	10 hrs. 45 min.	Montreal	8 hrs. 20 min.
Bangkok	10 hrs. 30 min.	New York	9 hrs. 00 min.
Beijing	9 hrs. 40 min.	Philadelphia	9 hrs. 20 min.
Boston	8 hrs. 25 min.	San Francisco	11 hrs. 50 min.
Cairo	4 hrs. 45 min.	Shanghai	11 hrs. 40 min.
Chicago	9 hrs. 40 min.	Tel Aviv	3 hrs. 50 min.
Colombo	9 hrs. 35 min.	Tokyo	11 hrs. 35 min.
Dubai	5 hrs. 55 min.	Toronto	8 hrs. 55 min.
Hong Kong	11 hrs. 35 min.	Washington	9 hrs. 25 min.

according to the flight plan of summer 2006

<i>Non-stop flights to Europe's major centers of business (selection)</i>			
weekly flights from Munich and Nuremberg			
Destination	Number of flights	Destination	Number of flights
Amsterdam	115	Milan	96
Athens	82	Moscow	27
Barcelona	77	Nice	89
Brussels	102	Paris	173
Budapest	83	Prague	67
Copenhagen	80	Rome	120
Istanbul	39	Stockholm	66
London	150	Toulouse	63
Lyon	78	Turin	74
Madrid	70	Vienna	89
Marseilles	41	Zurich	95

Summer 2006

The state's airports

Bavaria has a state-wide network of modern airports and airfields. It meets the air transport needs of business travelers.



Intra-German destinations

Regularly scheduled flights of less than 90 minutes' duration link Munich and Nuremberg with Germany's other centers of business.

Air freight and airmail tonnage are growing rapidly. Bavaria is providing carriers with adequately large handling facilities.

The development of air freight and airmail forwarded in Munich and Nuremberg

Bavaria's airfreight sector is profiting from Munich Airport's rapid growth. It is expected to engender a further, above-average increase in Munich's air freight forwarded figure. The airport's large-scale facilities can handle well over 200,000 tons of air freight annually.

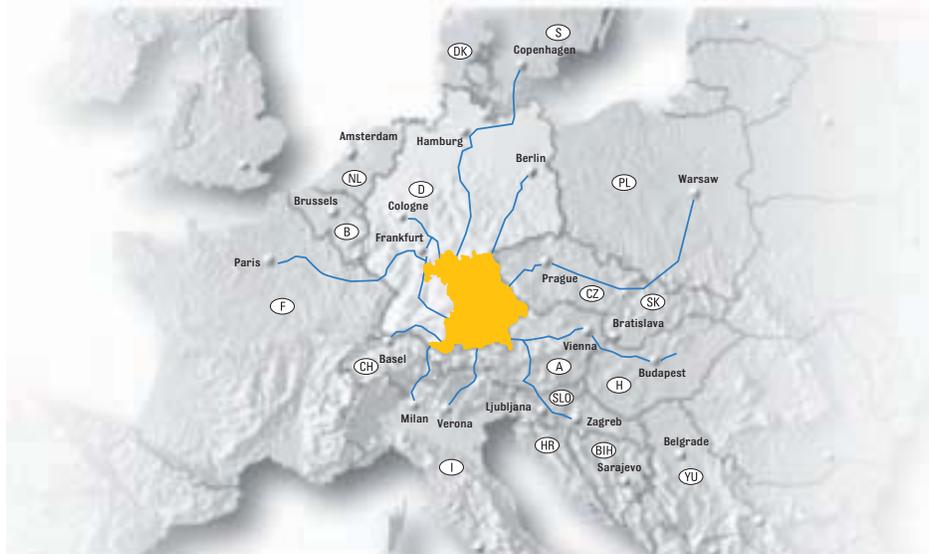
Nuremberg Airport's dedicated facilities also have ample room to manage an increase in throughput.

Air freight forwarded	
in t, not incl. truck-borne freight, 2005	
Airport	Quantity
Nuremberg	12,034
Munich	202,844

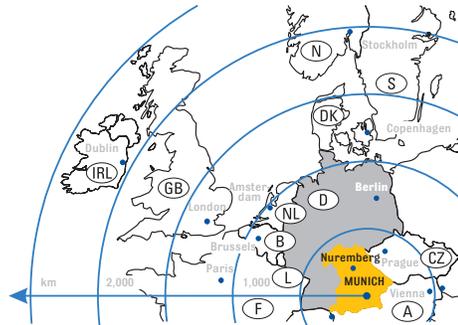
Road transport in Bavaria

Today, Bavaria and Germany's other states have one of the largest and best networks of superhighways and other access-enhancing roads in Europe. This network provides major business centers with direct, time-saving connections to each other, to the rest of the state and to the outside world. The state's road network represents a competitive advantage for Bavaria's economy.

Bavaria: part of Europe's highway grid

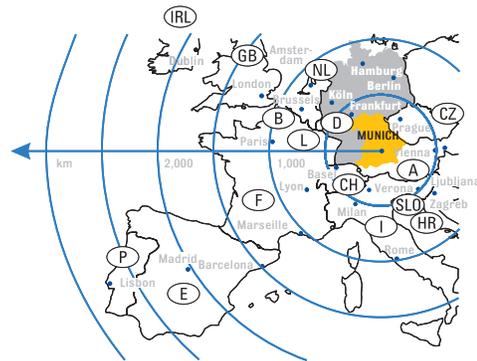


Distances from Bavaria to centers of business in western and northern Europe



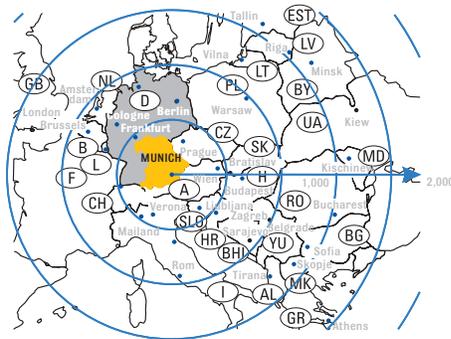
<i>Distances</i> in km	Munich	Nuremberg
Amsterdam	865	666
Brussels	785	634
Copenhagen	1,080	907
London	1,030	968
Oslo	1,430	1,239
Paris	840	758
Stockholm	1,720	1,547

Distances from Bavaria to centers of business in central and southern Europe



<i>Distances</i> in km	Munich	Nuremberg
Athens	1,900	2,052
Barcelona	1,460	1,436
Basel	380	454
Lisbon	2,800	2,692
Madrid	2,069	2,150
Milan	540	700
Rome	870	1,030
Vienna	445	479
Zurich	313	431

Distances from Bavaria to centers of business in central and eastern Europe



<i>Distances</i>		
in km	Munich	Nuremberg
Belgrade	980	1,127
Budapest	700	748
Bucharest	1,540	1,574
Moscow	2,450	2,112
Prague	360	266
Sofia	1,400	1,500
Warsaw	1,170	952
Zagreb	585	688

Bavaria: part of Germany's superhighway grid

Bavaria, the Federal Republic of Germany's largest state, has a high-capacity autobahn network. It is currently being extended and expanded, so as to meet the needs of the years to come.



Munich and Germany's other business centers

Distances in km	Munich		
	Munich	Munich	
Berlin	584	Hanover	639
Bremen	753	Magdeburg	523
Dresden	485	Mainz	420
Düsseldorf	621	Rostock	755
Frankfurt	400	Stuttgart	220
Hamburg	782		



Rail transport in Bavaria

In the 19th century, Germany became one of the first countries in the world to set up an extensive rail grid. In the 20th century, this system was continually extended and upgraded into a grid featuring great capacities and speeds of transport. A grid of state-of-the-art express lines was built during the last decade. Thanks to this “chain of progress,” Bavaria is now one of the world’s leading providers of rail links and rail-based technologies.

The following main rail lines have been set for expansion or modernization:

- Europe’s main east-west line
Paris—Stuttgart—Munich—Vienna—Bratislava—Budapest
- Nuremberg—Prague
- the main trans-Alpine thoroughfare
Munich—Brenner Pass—Verona
- a new north-south route
Munich—Nuremberg—Leipzig—Berlin
- Munich—Zurich—Lötschberg/Gotthard—Milan.

Bavaria: part of Europe's rail grid

Major north-south and east-west rail thoroughfares are routed through Bavaria.



Bavaria as part of Germany's rail grid

The state's cities are linked to each other through a large, interconnected grid.



Bavaria's extensive, high-capacity public transport system is comprised of local rail services, S-Bahns (regional rail systems) in Munich and Nuremberg, and trams and buses. These local grids are linked by passenger trains (express and regional-level) providing regular—generally at least an hourly service—to most stations. To make sure that you can get to anywhere in Bavaria from anywhere in the state, and that you do so with a minimum of waiting times, the state has set up the “Bayern Takt.” This meshes all of the lines’ individual schedules into an optimally-linked entity.

Linked to the state's rail grid are its bus services. Together, the local public transport grids and state-wide systems of rail and bus services ensure you of getting anywhere in the state.

Rail freight

The Bavarian government plans to construct further rail/road facilities. Extending the state's high-performance network, these will serve to foster the growth of combined (rail/road) transport in the state. Further objectives of state policies include:

- increasing the overall speed of freight transport services by revamping and upgrading rail track and other infrastructure
- introducing new transport and freight management technologies.

Rail/road freight stations in Bavaria



- Rail-road terminal
- Water-road terminal
- Trimodal terminal water-rail-road
- Rail-borne truck traffic terminal

The importance of water-based transport in Bavaria

The transport of freight on Europe's roads is forecast to rise yet again. The rail grid has limited carrying capacities. These two factors will combine to cause freight forwarders to increasingly avail themselves of the inland grid of waterways when transporting their goods. This grid offers the following advantages:

- low operating costs
- high degree of operating safety
- comparatively low rate of energy use
- high degree of compatibility with the environment.

In September 1992, the Main-Danube canal was commissioned for operation along its entire length, greatly extending the state's water-transport system in the process. In Bavaria, the Rhine-Main-Danube waterway extends from Aschaffenburg to Passau—and is navigable for all of its 677 kilometers in the state. Furthermore, the canal represents the long-sought linking-up of the state's waterways with the Germany-wide and European grids, whose main arteries of transport are the Rhine (in the west) and the Danube (in the southeast).

Proximity to high-capacity inland waterways represents a major business advantage to companies whose activities depend on the receipt or delivery of bulk and extra-heavy goods. Areas served by a waterway generally consist of a belt running 50 km wide on each of its sides, but can occasionally extend further afield.

Bavaria: at the center of Europe's system of waterways



The Rhine-Main-Danube waterway



Water-based freight transport in Bavaria

In 2005, some 10.55 million tons of freight were transloaded in Bavaria's harbors. Some 7.6 million tons were transported on the Main-Danube canal. 19.6 million tons and 9.1 million tons were transported along the rivers Main and Danube respectively.

Bulk goods are traditional staples of water-based transport. Other important freight categories include those items whose size and weight make it difficult or even impossible for them to be easily transported on roads or by railroads. Container and ro-ro systems are becoming increasingly important in water-based transport systems.

For further information on the ports, please visit: <http://www.binnenhafen.info>

Energy

The supply of energy in Bavaria

Bavaria's energy supply grid is technically advanced and environmentally-friendly. Its energy is cost-competitive.

As compared to its counterparts elsewhere in the world, Bavaria's energy supply system is technologically advanced, economically efficient and environmentally-compatible. The system constitutes one of the state's business assets, as it provides companies—of all descriptions and sizes—with what they need to easily develop their operations.

Bavaria's mix of energy sources shows a number of differences to that of Germany as a whole. The amount of energy produced by fossil fuels is substantially lower in Bavaria than in Germany; with the input from regenerative (with this primarily involved hydraulic power and biomass—defined to be those biological materials whose decomposition or combustion produce fuel or energy) and nuclear energy being markedly higher in Bavaria. Bavaria's energy efficiency (unitized according to economic output) is also greater than that of Germany as a whole.

Bavaria played a major part in the rewriting of the laws governing Germany's market for energy. Their rewriting led to a deregulation of the country's markets for electricity and natural gas. This, in turn, caused prices to drop sharply. The forces driving this fall have abated. For corporate customers, the price of electricity is still well below that of the pre-regulation era. The law governing the energy industry is now being revamped. The new law is to feature a new incentive regulation. This, in turn, is expected to cause a reduction in the fees charged for the use of the electricity grid. That will increase the competitive pressures on this market.

The policies formulated by the state government of Bavaria strive to preserve the diversity of sources of energy now prevailing, as these sources (which include nuclear energy) have proven to be highly productive and reliable. The policies strive to induce a further increase in the efficiency of use of this energy, and to boost the share ensuing from regenerative sources. The thrusts of these policies are:

- to maintain and strengthen the range of energy suppliers existing in the state
- to increase the state's efficiency of energy use, and the share of this energy stemming from regenerative sources; to develop new technologies of energy production by supporting
 - dedicated projects of research and development
 - pilot projects developing and demonstrating innovative technologies
 - the expansion of networks of information provision and consulting services
- to strengthen those cross-national ties devoted to upgrading the supplying of energy.

Bavaria is located at the heart of Europe. This location makes the state a hub for the routing of energy supplies to south, southeastern and eastern Europe.

Trends in the consumption of primary energy in Bavaria

in mio. t of coal equivalents—calculated using the substitution method

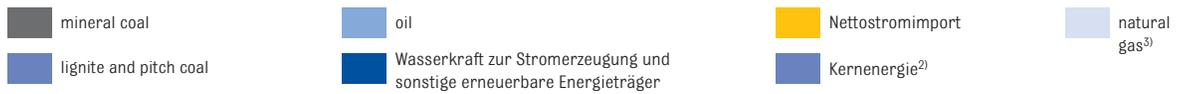
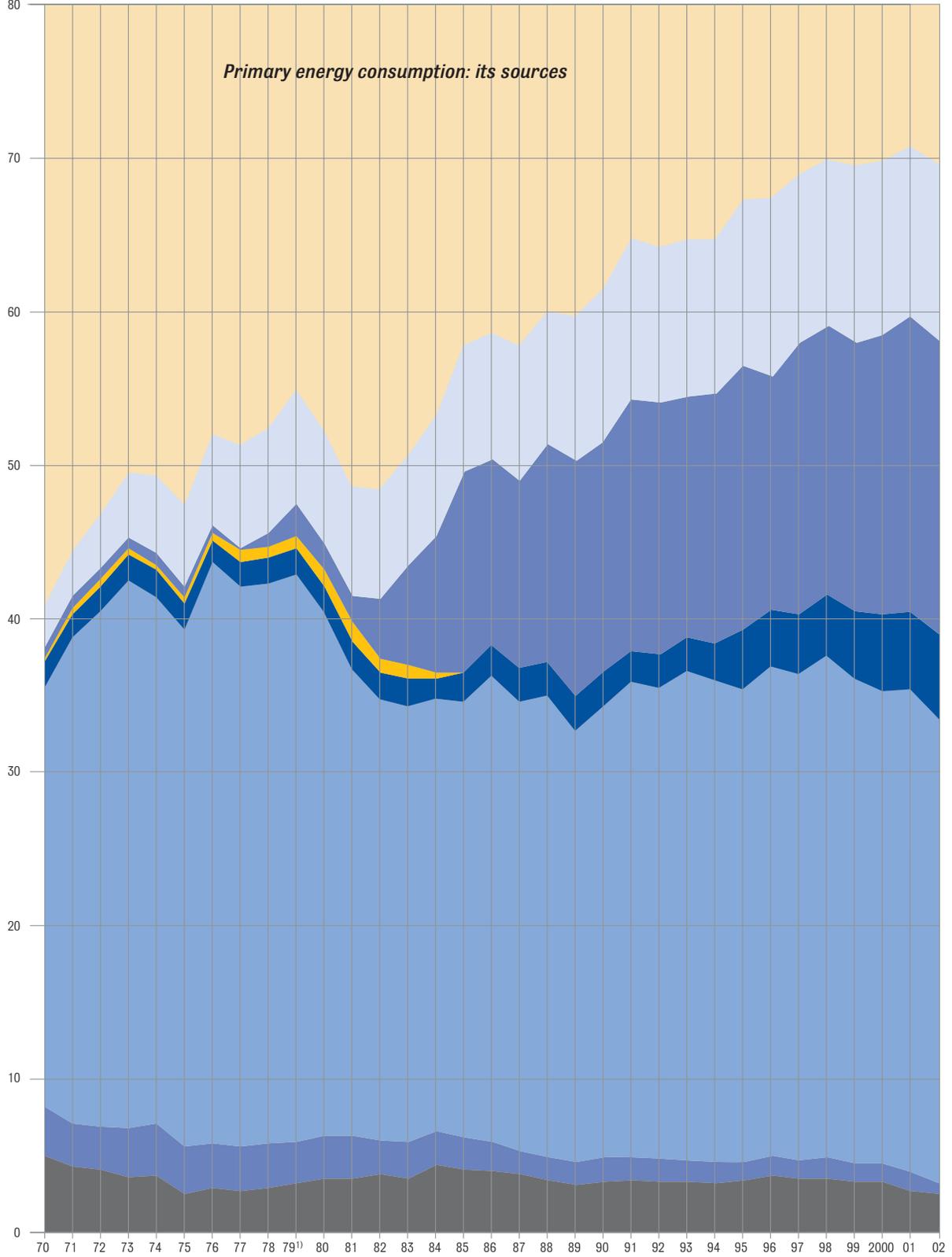
1970	1975	1980	1985	1990	1995	2000	2001	2002
40.1	46.7	51.5	57.1	60.8	66.6	69.5	71.3	69.2

Bavaria: primary sources of energy

in %, 2002—calculated using the substitution method

mineral oil	nuclear-power	natural gas	hydraulic power	mineral-coal	other renewable sources of energy	lignite
43.3	27.6	16.8	2.8	3.3	5.0	1.2

in mio. t of coal equivalents



¹⁾ As of 1979, natural gas heating power was calculated using the lowest value possible

²⁾ after deducting the net exports of electricity to areas outside Bavaria

³⁾ starting in 1982, liquefied and refinery gas used as primary sources of energy were not included in the natural gas, but rather in the oil column.

The supply of electricity in Bavaria

Bavaria can take pride in the capacities, efficiency and extremely high environmental compatibility shown by its system of electricity generation and distribution, which features:

Bavaria has a high-capacity, modern system of electricity generation and supply. It represents one more reason for doing business in the state.

■ Modern power plants and high-capacity supply mains. These assure that power will be supplied without interruption to companies and households throughout the state. Some 80% of the state's electricity needs are met by hydraulic power—a “domestic” source—and by nuclear power, a “semi-domestic” source. Imported oil and natural gas are responsible for less than 8% of all electricity generated.

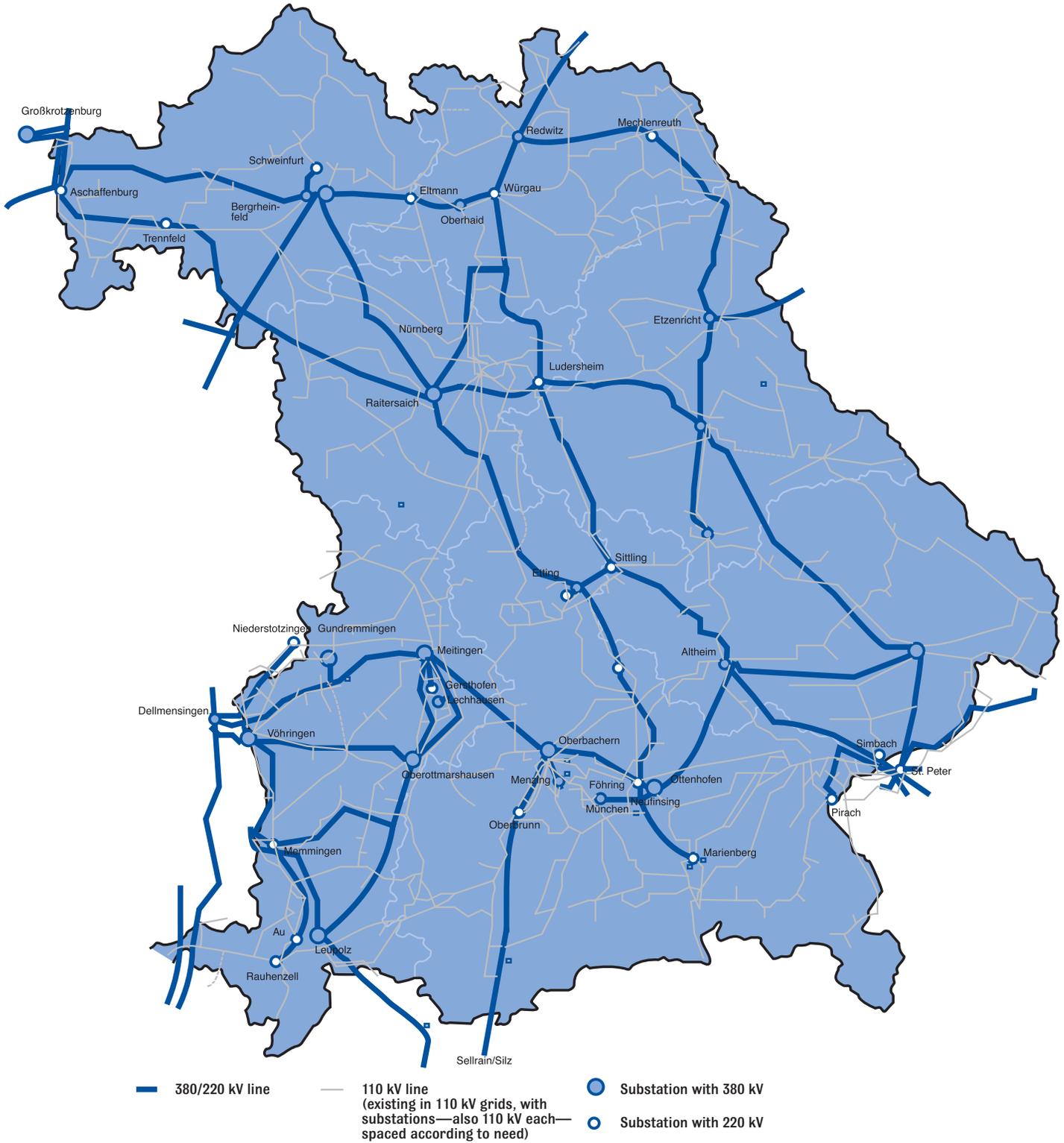
■ The prices charged for electricity are comprised of two components. One is the same throughout Germany: the price levied for electricity produced at generating stations. The other component is set by local suppliers: the charge for using networks. In 1998, all regulatory restrictions were lifted from Germany's electricity market. This lifting gave customers the freedom to select a supplier. The process has caused a substantial reduction in the price of electricity in Germany.

■ The volume of air-borne emissions has been significantly reduced by the commissioning of nuclear power plants and the employment of “scrubbers” in coal-fired, oil-fired and natural gas-fired power plants. Today, the state's power plants emit only 1.5% of the sulfur dioxide and a mere 14% of the nitrogen oxide released in the mid-'70s. By using nuclear and water power plants, Bavaria has avoided emitting some 50 million tons of carbon dioxide a year.

Electricity generation and supply in Bavaria: basic facts

<i>Production and consumption of electricity</i> 2004	<i>Fuels used in electricity generation (2004)</i> in %
cumulative simultaneous power plant output (in MW) 15,578	non-fossil fuels
annual net electricity consumption (in GWh) 81,703	nuclear power 68.4
	hydraulic power 16.2
	fossil fuels
	coal 6.5
	natural gas 5.4
	fuel oil 1.6
	waste and other energy sources 1.9
<i>Cumulative length of the state's supply mains</i> 1998; in km	
low voltage up to one KV 193,067	
medium voltage +1 KV to 30 KV 82,120	
high voltage +30 KV to 150 KV 13,520	
extra high voltage above 150 KV 5,512	

Bavaria's power supply grid



as of 2006

The largest power plants in Bavaria



-  Thermal plant
-  Nuclear power plant
-  Thermal plant (planned)
-  Hydraulic power plant

as of 2006
 Source: Association of Bavaria's Electricity Generation Industry, Munich

Price of electricity for premium clients in Bavaria and elsewhere

average price in cents/kWh, without VAT and other taxes, including levies for regenerative and similar forms of energy, and for concessions calculated at 1,000 kW of consumption and 4,000 h of supply, as of 1st January, 2006, not including electricity and value added taxes

Bavarian-based energy supply corporations (EVU)

N-ERGIE AG Nuremberg	8.0
LEW Augsburg	8.1
Stadtwerke Augsburg Energie GmbH	7.9
e.on Bayern	8.0
Stadtwerke Munich	7.7

Non-Bavarian energy supply corporations (EVU)

HEAG Darmstadt	7.7
EnBW Karlsruhe	7.7
RWE Rhein-Ruhr	7.8
Mainova Frankfurt	7.8
e.on Hanse	8.2
HEW Hamburg	7.8
ESAG Dresden	7.2

Source: VEA, as of 1/2006, Table of prices for electricity paid by special-tariff customers

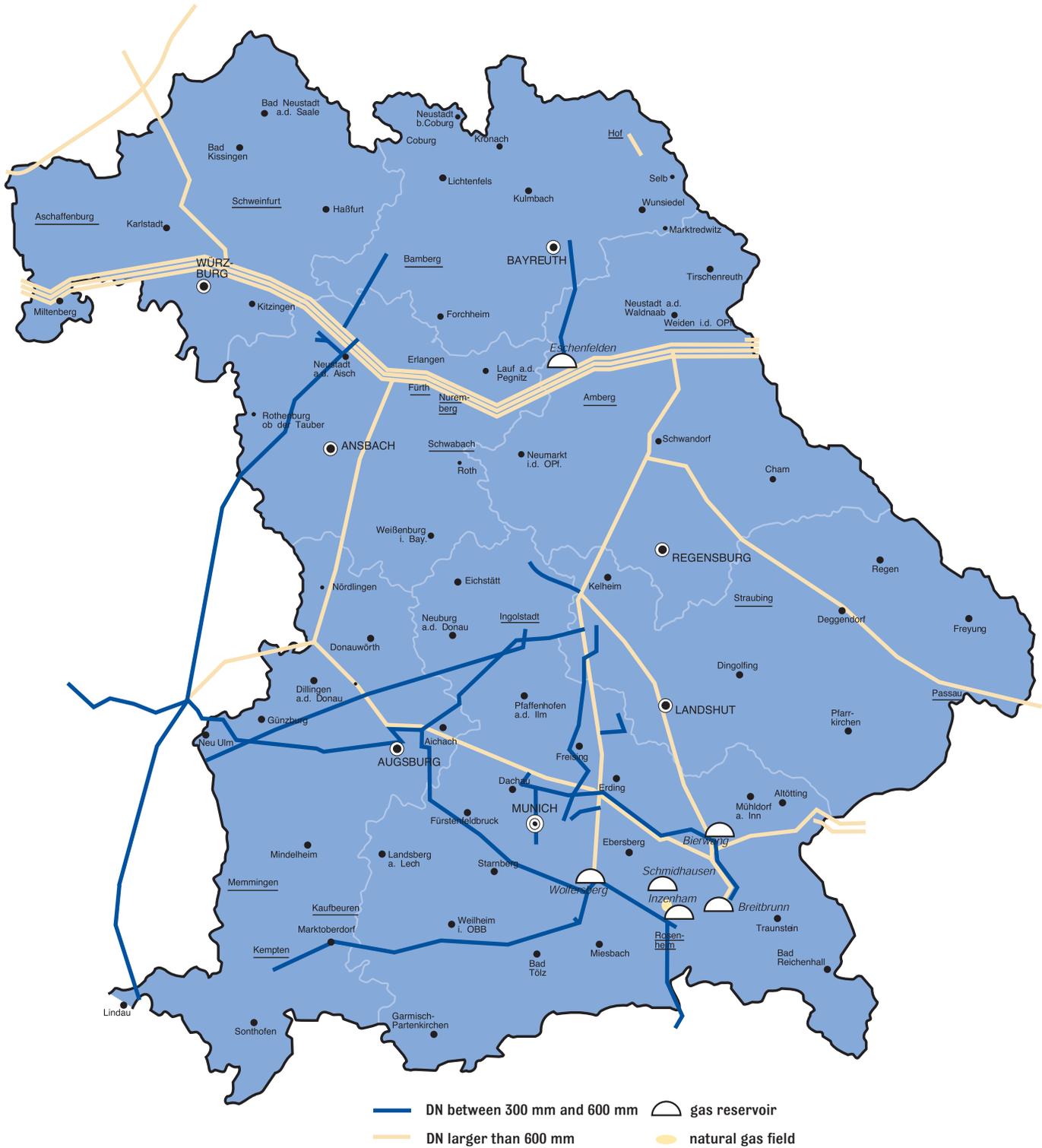
The supply of natural gas and oil in Bavaria

Along with its electricity generation and distribution network, two other key elements of Bavaria's energy supply system are its high-capacity oil processing industry—located in Bavaria—and its natural gas supply grid, which covers nearly all of the state.

In the 1960s, refining facilities were constructed in Bavaria—in the vicinities of Ingolstadt and Burghausen. In addition, two crude oil pipelines were built. They extend from the Mediterranean to the state. These items overcame Bavaria's post-World War II energy shortage and were one of the main factors contributing to the state's subsequent economic upswing. Bavaria's oil refineries and pipelines are part of the international oil processing and supply network. This interlinkage is why the state's consumers are assured of being supplied with inexpensive and secure sources of fuel oil, gasoline and other oil-based products. These cover roughly half the state's total energy needs.

Natural gas has joined petroleum products as a source of energy widely available in many parts of Bavaria. To provide the state's consumers with this fuel, work was started in Bavaria in the early 70's on the construction of a natural gas supply grid. Today, thanks to funding from the public sector, this grid covers nearly all of the state, including all large cities. Interruption free in its operations, Bavaria's natural gas supply system is made up of its pipeline grids, forming an integral part of the Europe-wide network, and of reservoirs located under the Alpine foothills. These reservoirs can hold enough natural gas to meet a third of the consumption of a whole year and secure the supply to customers.

The supply of natural gas in Bavaria



A state-wide supply of oil in Bavaria



The price of natural gas for premium customers

average price in cents/kWh, not including VAT, assuming an annual consumption of 10 million kWh/Ho, including a tax on natural gas of 0,55 Ct/kWh, as of April 1, 2006

Bavarian energy supply corporations for 5,000 Ben.-hours/year for 2,000 Ben.-hours/year
or for 300 Ben.-days/year or for 200 Ben.-days/year

SWM-Versorgungs GmbH	4.39	4.74
StW Augsburg Energie GmbH	4.30	4.54
N-ERGIE AG Nuremberg	4.72	4.87

non-Bavarian energy supply corporations

StW Düsseldorf AG	4.06	4.19
Mainova AG Frankfurt	4.32	4.52
EnBW Energie-Vertriebs GmbH	4.27	4.65

Source: Bundesverband der Energie-Abnehmer e.V., Hanover

Light fuel oil: prices

in €/100 l, not including VAT,
minimum consumption of 500 t
annual average in 2005

Berlin	42.45
Hamburg	41.88
Munich	42.93
Stuttgart	42.49

Source: Statistisches Bundesamt

Telecommunications

The EURO-ISDN telecommunications network is compatible and usable with all of the continent's national grids. The network thus provides single dial-in number, continent-wide voice, text, data and picture transmission services. The network is accessible all throughout Bavaria. The state's telecom end-users are well along in the process of upgrading their lines to employ the DSL technology. This enables the users to deploy and receive broadband and multimedia technologies and content.

DSL is by no means the only broadband access system available in Bavaria. **Satellite-based access** is available all throughout the state. It offers DSL-like features and capacities. As telephone lines serve as the return channel, the use of this system may, however, result in the incurring of further communication costs, regardless of the provider or payment scheme chosen. No matter where they are located in the state, companies can lease **dedicated lines** providing high-speed, two-way data transfer links. Also worthy of mention are such wireless technologies as **WLAN** or **WiMax**. These technologies are expected to become more and more important in the future.

The state's grid of **TV cables** is now being upgraded to carry, in addition to radio and TV, broadband Internet. The latter, in turn, supports interactive and multimedia applications. The network operators are pursuing their individual paths of upgrading and expansion of coverage.

Four mobile, **GSM (the Europe-wide standard) communication grids**—T-Mobile, Vodafone D2, E-plus und O2—cover nearly all of Bavaria. These networks feature the GPRS (General Packet Radio Service) standard. It offers high rates of data transmission. The step-by-step incorporation of the EDGE (Enhanced Data Rates for GSM Evolution) will further speed up the transmission of data in GSM networks. The setting-up of UMTS (Universal Mobile Telecommunication System) grids is proceeding rapidly in Bavaria. UMTS support broadband-based and multimedia applications in wireless communication networks. These applications are generally used to transmit and process data.

Complementing the wireless-based telecommunication links are such **digital-based radio broadcasting networks** as DAB, DMB and DVB-T, as well as **satellite-based grids**. These are becoming more and more affordable.

Invest Business *in Bavaria* development



Services available to investors in Bavaria

Invest in Bavaria

Attracting foreign businesses to locate in Bavaria is of utmost importance to the state. In order to further develop Bavaria as one of the most attractive business locations in Europe and to intensify business development activities, Bavaria's Minister for Economic Affairs, Infrastructure, Transport and Technology established the intra-ministry Invest in Bavaria. Companies looking to Invest in Bavaria are supported by this business development team.

Invest in Bavaria's responsibilities include

- marketing
- "pitching" the state of Bavaria to investors
- disseminating information
- providing investors setting up and expanding operations with all necessary services.

Comprised of the head of services and a team of experts, Invest in Bavaria serves as companies' guide to and through one of Europe's foremost bases of high-tech development. In doing so, Invest in Bavaria avails itself of the support supplied by its world-spanning network. It is comprised of representatives in New York, Québec, Bangalore, Tokyo and 14 other business bases.

Selecting a site for one's business activities has become an increasingly complex, demanding process. Today, this process involves extensive calculations, inspections, comparisons and deliberations. No matter who is making the decision—the planning departments of major, international companies, senior executives of small and medium-sized companies or management consultants—the requisites are always the same: reliable information materials, detailed technical documents and in-depth analyses of possible sites.

Invest in Bavaria supplies investors—both locally-based and those from abroad—with all information needed to select a site and plan business operations. These services are provided on a person-to-person-basis and are underpinned by the department's years of successful experience in helping businesses get started in the state, and by staff members' wide range of individual expertises. The services start with the provision of relevant data on various regions and individual sites —naturally on a free-of-charge basis. In a next step, investors can avail themselves of individualized consulting services addressing all aspects of public-sector financial assistance and plan approval processes. Finally, for investors wanting to inspect potential sites, the department organizes and carries out site inspection trips.

High-quality information—free of charge

A team of business development experts stands ready to inform companies which are interested in Bavaria as a business location on the state's basic characteristics and the operating advantages arising from them, qualities making Bavaria one of the most attractive places to do business in Europe. These characteristics include Bavaria's:

- highly-developed economic infrastructure
- large pool of highly qualified personnel and their great diversity of skills
- output-oriented labor costs
- high levels of productivity
- systems of higher, professional and vocational education, whose quality of instruction is recognized around the world
- incomparable network of research and technology development institutes and agencies
- high-capacity, high-speed transport arteries, integral links in the world's grids
- comprehensive portfolio of programs of public-sector investment support
- the unique and wonderful quality of life prevailing in the state.

These experts' experience is deployed on a one-to-one basis, in the advising of companies planning on setting up new facilities and of those relocating existing ones. The experts use the investor's highly individual requirements and interests as criteria in the location and evaluation of various sites. The investor receives a customized list of possible sites tailored to these individual requirements.

Detailed site descriptions and analyses—compiled on an individual basis

The compilation of briefings on these sites and their communities for potential investors is an important part of the department's location services. These briefings contain information relating directly to the site—its dimensions and physical characteristics—and to its area (including its labor market, transport links, energy supply, a profile of the local corporate area and of the area's educational systems). In addition, Invest in Bavaria's individualized consulting services include the arranging of contacts between investors and municipal and regional and specialized authorities. The latter include labor offices, environmental protection agencies, chambers of commerce, business associations and energy supply companies.

On-site consulting services

After evaluating these reports and selecting sites of potential suitability, investors can then avail themselves of another service provided by Invest in Bavaria: the organization of a trip to inspect these sites and their communities. These trips give investors the opportunity to get an impression of the sites' particular features, and of local authorities and their level of interest in promoting new business. During these trips, investors can ascertain whether or not their individual companies and the prospective areas form a good match. These trips extend beyond inspections of the particular sites themselves to the area as a whole, so as to give "the broad picture."

Further key information on the sites (purchase prices, building regulations, length of relevant approval processes) is also directly available from local mayors, district officers and other well-informed officials.

A high quality business location requires first class investor support.

The provision of consulting services does not cease once the investor has selected a site in Bavaria. Rather, this support enters a new, intensive phase. A range of experts assists the investing company in realizing its project. These experts answer all questions arising from the company's planning and construction activities. They also supply other kinds of necessary support. Investors find this intensive outreach to be of great assistance, with this especially holding true when the companies are securing requisite approvals from public-sector authorities. Invest in Bavaria's efforts ensure that these approvals are received quickly and without any problems.

To access Invest in Bavaria's services, please visit www.invest-in-bavaria.com. Its information is provided in six languages.

Business sites in Bavaria

By international standards, Bavaria has a large and diversified stock of sites developed for industrial and other commercial activities. This ample supply of development property forms one of the state's greatest assets.

Two of Bavaria's major assets are its expansiveness—Bavaria is the largest of Germany's states—and its diversity of highly-developed business areas. These levels of development and diversity result from Bavaria's being one of Europe's leading economic and technological regions. All of the state's various regions have a large supply of sites available for industrial and commercial activities. These sites display a wide diversity of plot size and of degree of improvement. Their total expanse amounts to more than 13,600 hectares, of which some 76% is available on an immediate or no-delay basis. This availability stems from the facts, that these properties have already been approved for industrial or commercial use by the relevant authorities, and that initial improvements have been carried out on the properties. These factors facilitate the configuring of the sites to meet investors' particular needs, thus expediting the sites' subsequent development. This supply of sites is especially broad, diverse and cost-advantageous in those areas whose economic growth derives from the impetus provided by the business development programs maintained by the EU, by Germany's federal government and by the state of Bavaria.

E-listings of commercial property and buildings in Bavaria

Bavaria's state of the art information systems permit investors to quickly and easily locate suitable, competitively-priced commercial properties or buildings.

The business location and advisory services provided by Invest in Bavaria and by Bavaria's chambers of commerce and industry are staffed by highly-capable experts. In rendering their services, these experts deploy their years of experience and state of the art information systems. These systems include "SISBY," the "Bavarian Site Information System," an on-line computerized catalogue developed especially for these services. One mouse click, and SISBY provides an instantaneous overview of more than 4,500 sites zoned for industrial and other forms of commercial use. These sites have a total area of more than 13,600 hectares and are located in some 1,800 communities in Bavaria. Individual investors can call up SISBY's information on a 24/7 basis. Each of the catalogue entries is individually accessible, and provides detailed information on the site's

- dimensions
- location
- current ownership
- infrastructure and level of improvements
- supply of utilities and location of waste disposal and
- treatment systems in the local community or area.

"Bavaria's commercial buildings exchange" forms part of SISBY. The exchange lists production and storage facilities, office buildings and other kinds of commercial properties currently available in Bavaria. New to SISBY is the GIS module. Its interface is a map of Bavaria. Clicking upon it reveals the rate at which trading tax is levied by the state's communities. These features make SISBY one of Europe's most innovative information provision systems.

SISBY's listings of plots and buildings are accessible in both German and English at <http://sisby.ihk.de>

Prices are negotiable

Property prices in Bavaria vary. One factor influencing these prices is site location. The location price gradient extends from the state's metropolitan areas to its rural regions. Actual prices are set through negotiations between the company seeking a site for its new investment and the property's owner, generally the local community. One consideration affecting this price is the impact this new investment will have on the community's economic structures and on the region as a whole.

Plan approval and other official procedures

Companies submitting their investment plans for official approval can count on the support of Bavaria's communities, district authorities and the state's business development team. Polls of companies have confirmed that the speed at which these approvals are secured constitutes one of the key components determining the attractiveness of a base to businesses. Carried out a few years ago, the revamping of Bavaria's building code has greatly speeded up these procedures. This speed joins with the security of planning long existing in Bavaria in making the undertaking of capital investments a swift and safe affair in our state.

Companies and corporate institutions: potential partners and sources of expertise

In Bavaria, you'll find experienced partners capable of helping you realize your plans and corporate objectives.

Invest in Bavaria provides investors with a wide variety of information, advice and project consulting services. These are further supported by the business expertise supplied by many of the state's companies and economic institutes.

This expertise extends over the following areas:

- conception and execution of market research and analyses
- coordination and facilitation of the purchase of existing companies
- planning and implementation of construction projects
- identification of companies interested in entering into cooperation agreements
- identification of supplies and of suppliers
- retrieval of technical information through searches of technical and other databanks
- monitoring of consumer trends and attitudes
- forecasting of economic developments
- location of research facilities capable of carrying out projects.

The business development team at the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology arranges all necessary contacts between investors and the above companies and institutes.

Incubation centers in Bavaria's communities

Community-supported incubation centers get startups off to a flying start.

Bavaria has set up a state-wide array of incubation centers. At these 22 centers, young entrepreneurs rent space for their startups. The centers also provide the services and information enabling the new companies to get off to a flying start.

Publicly-supported centers are to be found in

Upper Bavaria	Freilassing Ingolstadt Töging am Inn	Upper Franconia	Bamberg Hof Kronach
Lower Bavaria	Passau Straubing Waldkirchen	Central Franconia	Gunzenhausen Schwabach
Upper Palatinate	Grafenwöhr Maxhütte-Haidhof Roding/Furth i. Wald Sulzbach- Rosenberg Waldsassen	Lower Franconia	Bad Kissingen Großwallstadt Schweinfurt
		Swabia	Kempton Memmingen Neu-Ulm

Public-sector financial support

The costs of establishing a new product facility or relocating an existing one continue to rise. These cost increases are boosting the importance of the role played by public-sector financial assistance in facilitating the investment process. Companies investing in Bavaria can avail themselves of funding supplied by the EU, Germany's federal government, and by the state of Bavaria itself. Wage subsidies are provided in certain cases by Germany's Federal Office of Labor Affairs.

Below is an overview of the most important of these programs:

Bavaria's regional investment support programs

Eligibility for application

Companies which are active in the manufacturing, skilled trades and tourism and other service sectors, and which achieve more than 50% of their turnover outside their local area of operation.

Forms of and criteria for program support

Grants and/or interest-rate subsidies (used to lessen the costs of loans supplied by Bavaria's LfA—“Landesanstalt für Aufbaufinanzierung”—bank)

Eligible are “significant” investments, “significant” meaning that they will secure or create jobs in the region in question. As of January 1, 2007, the following maximum levels of support will be provided in so-called “C” areas. These form part of the “joint improvement of regional economies” scheme:

Maximum levels of support during 2007–2013

Region/community	Percentage of total**		
	Large companies	Medium companies	Small companies
Hof (city), Hof (district), Wunsiedel, Tirschenreuth	20%	30%	40%
Districts of Freyung-Grafenau, Regen, Cham*, Schwandorf*, Neustadt/Waldnaab*	16% (until Dec. 31, 2010)	26% (until Dec. 31, 2010)	36% (until Dec. 31, 2010)
	15% (as of Jan. 1, 2011)	25% (as of Jan. 1, 2011)	35% (as of Jan. 1, 2011)
Districts of Passau*, Kronach, Kulmbach	15%	25%	36%
District of Coburg*	10%	20%	30%
City of Weiden*	—	20%	30%

* Valid are only the eligible communities and parts thereof.

** The European Union defines small and medium-sized companies to be

- Small companies: less than 50 employees
- Medium-sized companies: less than 250 companies
- Small companies: annual sales of up to EUR 10 million or an annual balance sheet total of up to EUR 10 million
- Medium-sized companies: annual sales of up to EUR 50 million or an annual balance of up to EUR 43 million
- To be taken into consideration when categorizing SMEs are affiliations with other companies.

In communities not forming part of the joint federal scheme, up to 15% of the investments made by small-sized companies can be defrayed by grants. For medium-sized companies, the relevant figure is 7.5%.

The only kind of loans eligible for state-supplied interest-rate subsidies are those provided by LfA, the state's business development bank. The conditions accompanying these low-cost loans can, however, be set to meet the individual needs of companies. These conditions include the rate of interest, term and number of years before repayment begins. This method of securing finance can only be applied to subsidies forthcoming from regional-level programs of development initiated by the state of Bavaria.

Application process

Application forms

Available from Bavaria's regional authorities, from LfA—Förderbank Bayern, from all of the state's chambers of commerce and industry, from its skilled trades associations, banks and savings banks and at www.stmwivt.bayern.de/foerderprogramme.

The application is to be submitted to the state government's representative in the administrative district in which the project is to be carried out. Applications must be made **before** the project has been commenced. After evaluating the application, the administrative district decides whether to approve it or not.

Bavaria's credit facilities for small and medium-sized enterprises

Eligibility for application

SMEs active in

- manufacturing
- the skilled trades
- retailing, trading
- road haulage
- the hospitality industry—hotels and restaurants
- other service industries
- self-employed professionals.

Forms of and criteria for program support

Investments going to found SMEs, or to make sure that they stay in business, are eligible for consideration. This program is not subject to regional restrictions. Persons founding companies and investors in EU-designated areas of support are eligible for preferential treatment.

This support takes the form of credits supplied at relatively low rates of interest and/or on a long-term basis from the program of providing credits to SMEs. Coming under special consideration for inclusion are

- persons starting up companies
- projects involving the setting up of new facilities, or the acquisition of existing facilities or of participatory stakes
- those projects involving the upgrading, modernization or expansion of existing facilities.

Application process

Application forms

Available from the applicant's main bank (Hausbank), governments of Bavaria's administrative regions, LfA Förderbank Bayern, chambers of commerce and industry, skilled trades associations, the association of Bavaria's retailers and the association of Bavaria's wholesalers and exporters.

Application procedure

Applications are to be submitted exclusively to the applicant's main bank, which will relay it on to LfA Förderbank Bayern. This must occur **before** the investment project has been commenced.

Innovation development support programs

Eligibility for application

SMEs which

- develop new technologies, or develop ways to employ existing ones to create new, marketable products and processes
- incorporate new products into their product ranges
- introduce new manufacturing processes, or which
- undertake development projects with innate technological risks, projects associated with the founding of a high-tech company.

Forms of and criteria for program support

Eligible are projects which promise to be of significant economic benefit to their companies over the next few years, and which are of importance to the state's economy as a whole. In addition, the project in question must involve the creation of a new product or process, or its initial application.

Should these conditions be met, the company is eligible to receive a long-term, low-interest **loan**—or **grants**—from

- the state of Bavaria's Technology Introduction Program as well as
 - the Bavarian Program for Technology-Oriented Start-Ups, should it meet the program's special considerations
- and from other sources.

Application process

Application forms

Available from the Innovation Counseling Offices in southern and northern Bavaria.

Application procedure

Applications are to be submitted to the Innovation Counseling Agencies **before** the project has been commenced.

Participatory capital

Participatory capital is defined to be equity funds supplied by an investor to a company on a long-term basis and not accompanied by the securing of the usual bank-issued sureties. This capital is provided either on an active (in which the investor takes part in corporate decision-making processes) or non-active basis.

Participatory capital is provided to enable corporate seed or start-ups, growth (via the entering of new markets, or the development of new products, or the relocation of facilities), successions (via MBOs or MBIs) and turnarounds of companies facing difficult business conditions. In addition to capital, investors often supply counseling and other support services.

BayBG Bayerische Beteiligungsgesellschaft mbH

BayBG provides guarantee capital at conditions configured to the needs of SMEs active in all sectors.

Criteria for provision

BayBG provides financing to

- startups (via a special program: € 25,000 to € 125,000)
- fast-growing companies (those launching new products, entering new markets, or modernizing or relocating facilities)
- promote innovation (via the marketing of innovative products and services)
- secure corporate succession (via MBOs, MBIs, other changes in ownership and spin-offs)
- turnarounds.

Conditions of provision

As a rule, BayBG serves as a minority investor. Taking the forms of either non-active investments or the assumption of equity, the company's stakes range from € 250,000 to € 5 million (exception: startups, which are provided with € 25,000 to € 125,000) in size. The conditions at which SMEs are supplied these stakes are determined on an individual company, as needed basis.

Supplemental services

BayBG supplies counsel on financing, controlling, strategy formulation, management and other business administrative issues. Via its large-scale network, comprised of consultants, banks, support institutions and public sector entities, the company also provides briefings on markets and sectors.

For further information

BayBG Bayerische Beteiligungsgesellschaft mbH
Bruderstr. 7
D-80538 Munich
Tel. (+49 89) 2198-02
Fax (+49 89) 2198-25 55
E-mail: info@baybg.de
www.baybg.de

Bayern Kapital Risikokapitalbeteiligungs GmbH

Eligibility for application

Primarily young SMEs. Funding is given on the basis of there being another provider (venture capital company, corporation, private investor or bank) supplying the company with capital and technical and business administration expertise during the term of participation. This capital provider is responsible for assuring that this company makes proper use of the moneys entrusted to it.

Forms of and criteria for program support

The funds supplied defray the costs of procuring capital and operating supplies employed in the launching of innovations. The funds are to go to

- the planning and preparation of a research and development project, with the term of participation extending until the project is actually commenced
- the development of a new product or process (including the technical services associated with it), with the term of participation extending until the test prototypes have been manufactured
- the reconfiguration and preparation of production operations, with the term of participation extending until products, manufacturing processes and technical services featuring the new technologies have been launched on to their markets.

Application procedure

Along with a statement containing the assent of the other capital provider, applications are to be submitted to the venture capital company. The application is to contain a detailed overview of how the company meets the criteria for the securing of capital.

Contact

Bayern Kapital Risikokapitalbeteiligungs GmbH
Altstadt 72
D-84028 Landshut
Phone (+49 8 71) 9 23 25-0
Fax (+49 8 71) 9 23 25-55
E-mail: info@bayernkapital.de
www.bayernkapital.de

Eligibility for application

SMEs as well as self-employed professionals.

Before granting a loan, most banks and insurance companies generally insist on receiving an adequate amount of surety. Mutual credit guarantee programs were founded by SMEs to enable companies lacking this surety to secure loans, and to secure them at the requisite conditions. There are four such institutions in Bavaria. Along with LfA, they provide such sureties.

Forms of and criteria for program support

The surety provided cannot amount to more than 80% of the loan provided. The surety supplied has a term of up to 15 years. Sureties covering possible forfeitures of up to € 5 million are provided to LfA. For amounts greater than that, a state-supported surety has to be arranged.

Sureties are provided to loans taken out to finance **investments** (in the construction, expansion, revamping and modernization of facilities); and to purchase **operating supplies**, the **acquisition of businesses**, the **founding of new companies**, to fund measures designed to secure the **existence of companies** (with this excluding the rescheduling of existing bank loans), to **process orders** (guarantees of bills outstanding). Also partially eligible are projects leading **to the development of innovations and the forging of business relationships**.

Application process

Applications are to be made by submitting dedicated forms to the bank of the applicant's choosing. Should this bank be prepared to issue a loan once surety has been rendered, it then relays the finalized application form and complementary documents to LfA or to the mutual credit program responsible for handling it.

Application forms

Available from LfA and from the companies' main banks.

Application procedure

Applications are to be submitted to the applicant's main bank. They are then passed on to LfA or to the above-mentioned associations.

Subsidies available for personnel recruitment from Germany's Agency of Labor Affairs

In accordance with the precepts of Germany's third code of societal law, the following subsidies are provided. Taking the form of supplemental payment defraying personnel costs, these are supplied from the contributions made to Germany's unemployment insurance scheme by companies hiring staff members.

Subsidies available for personnel recruited to staff corporate start-ups

Objectives

To facilitate the hiring by corporate start-ups of unemployed persons.

Conditions of and criteria for support

Eligible for the receiving of wage subsidies are employers who embarked upon self-employment within the last two years, who have total workforces of five persons or less, and who are hiring someone requiring occupational support and who is unemployed. His or her job has to be of an unlimited term, and has to have been newly created. The subsidies are to provided concurrently for a maximum of two persons per company.

Amounts of subsidies

The wage subsidies paid to persons hired by start-up companies are supplied for a maximum of twelve months. The subsidies amount to 50% of the remuneration eligible for consideration.

Subsidies promoting the integration of persons into the workforce

Objectives

These subsidies go to persons whose disadvantages would otherwise preclude their being gainfully employed on a long-term basis.

Conditions of and criteria for support

Employers hiring persons requiring occupational support to offset their operating disadvantages are entitled to receive wage subsidies. These make up for the sub-par output of the workers.

Amounts of subsidies

The amount and term of support are determined by the cause and degree of the diminution of achievement displayed by the potential employee, and by the requirements of training. Determinations of such are made by public sector agencies charged with employment matters on the basis of the applicable legislation.

- Should there be no exceptional circumstances, the subsidy granted is paid for up to one year and amounts to 50% of the remuneration subject to consideration (this is the remuneration normally paid by the employer in compliance with collective bargaining agreements, or in accordance with locally-prevailing levels, plus a lump sum equivalent to the employer's per-employee payment into social care schemes).

- Should the person in question be handicapped, the subsidy can amount to up to 70% of the remuneration subject to consideration, and can be paid for up to 24 months. The subsidy paid is to be reduced by at least ten percentage points after twelve months. This is done to take into consideration the augmenting of achievement expected to be exhibited by the new employee, and the resultant diminishing of need of training.
- Should the persons in question be severely handicapped (as defined by §104 Para.1 Nr. 3 SGB IX), or should they be classified as such by the Labor Office due to their being handicapped and their being especially difficult to secure work for (with this resulting from reasons arising from personal conditions), the subsidy designed to facilitate the phase of work commencement can amount up to 70% of the remuneration subject to consideration, and can be paid up to 36 months. The subsidy paid is to be reduced by at least 10 percentage points a year, with this to start after 12 months have elapsed. The subsidy must always amount to at least 30%.
- Elderly (50 or older) severely handicapped persons may be granted a subsidy facilitating the commencement of work amounting up to 70% of the remuneration subject to consideration. This can be paid for up to 36 months. For especially severely handicapped persons between the ages of 50 and 55, the term of payment can be extended to 60 months; for those older than 55, to up to 96 months. Once 12 months have elapsed, the subsidy is to be reduced by at least 10 percentage points a year. The subsidy must always amount to at least 30%.

Application process

Application forms

Are available from local labor offices upon completion of a dedicated consultation.

Application procedure

Applications for subsidies are to be submitted to the labor office located in the district in which the employer's facility is operated.

Further information is available at www.arbeitsagentur.de

Promotion of sales outside Germany

Services provided by the state government of Bavaria to promote international trade

To help the state companies sell their products abroad, the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology works closely with them and with their representative bodies. The support provided is configured to meet the needs of the state's SMEs and other enterprises. The goal of the support is to compensate for size-caused disadvantages, to ensure that the companies can compete successfully—and hence survive—on international markets.

Bayern International

Founded in 1996, Bayern International—formally “Bayerische Gesellschaft für Internationale Wirtschaftsbeziehungen mbh”—was founded to implement the policies and programs promulgated by Bavaria's state government to promote the state's non-German business activities. Working closely with Bavaria's Ministry of Economic Affairs, Infrastructure, Transport and Technology, with business organizations and with other players in Bavaria's international trade promotion network, Bayern International has successfully handled these responsibilities. It has helped Bavarian companies enter into, expand in and sustain growth in new and challenging markets.

Bayern International has configured its services into packages designed to meet the needs of the state's SMEs (small and medium-sized enterprises). These services assist the companies in the forging of new business relationships and in the maintaining of existing ones.

Bayern International pursues

- the organization of the forms of participation by Bavaria's companies in trade fairs staged outside Germany
- the preparation of trips jointly undertaken by Bavaria's business and official communities
- the organization of trips undertaken by companies to B2B get-togethers
- the managing of “Bavaria—Fit for Partnership”: programs providing further training to specialists and managers active on the international level
- the database “Key Technologies in Bavaria”: comprising state companies
- the provision of information on non-German markets to Bavaria's business community
- “Invest in Bavaria”—the state's business development agency

Bayern International has set itself the goal of ensuring that the state's SMEs and other enterprises remain successful on international markets. To achieve that goal, the organization, using input from the business community and from the markets themselves, reconfigures its services on an as-needed basis.

Further, up-to-the-second information on and from Bayern International is available from www.bayern-international.de.

The state of Bavaria's program of trade-fair participation

The trade fair participation program of the Bavarian ministry for economic affairs, infrastructure, transport and technology (Bavaria's economics ministry) enables the state's companies to participate in more than 40 events via joint exhibitor stands.

The program is managed by Bayern International. In doing so, it works with the state's chambers of industry and commerce, and with trade associations. Bayern International's brief extends to the forging of business contacts and the securing of access to international business works. The agency also sets up turnkey trade fair stands, maintains facilities providing services on a free-of-charge basis, and undertakes measures showcasing the Bavarian business community. The agency also organizes trips to several trade fairs.

Cost-effective thanks to financial support

The participation by companies in joint exhibition stands is eligible for support by Bavaria's economics ministry. This support lowers the price of exhibition. The size of this reduction is indicated by the listing of the normal and reduced prices per square meter of stand space on the application form for the trade fair in question. This support does not have to be reported to the relevant authorities in cases in which it does not exceed € 100,000 over a three-year period.

A variety of exhibition spaces

Exhibitors participating in stands shared by Bavarian companies have the choice of an Infodesk (2 m²) and a stand-in-stand of at least 9 m² in size. There are also a number of other "mix and match" possibilities.

Documents of participation: valuable sources of information

Detailed informatory materials are prepared for all of the trade fairs in which Bayern International or its co-organizers organize participation. These materials include application forms and briefings on the trade fair, the land in which it will be held and the sector which it serves.

Other trade fair participation organizers are Bayern Handwerk International GmbH (skilled trades companies), the Bavarian Ministry for Agriculture and Forestry (agriculture) and IRC Bavaria/Bayern Innovativ (joint exhibition stands for trade fairs held in Europe).

Information on the state of Bavaria's trade fair program and on other international trade promotion services is available at

- www.bayern-international.de
- www.stmwivt.bayern.de
- www.auwi-bayern.de
- www.ixpos.de

Bavaria's high-tech campaign goes international

To further the internationalization of its **high-tech campaign**, the state government of Bavaria furnished € 7.67 million for the building and operation of the **International Business Center of Bavaria's Chambers of Commerce and Skilled Trades**. Located in Nuremberg, the center undertakes projects designed to help state companies **enter non-German markets**, and to **set up joint undertakings** in them. Information on these projects is available from the Nuremberg-based center and its chambers. It is also available from www.awz-bayern.de.

Fit for international markets—Go International

An important component of this campaign is “**Fit for international markets—Go international!**”

This program serves SMEs and the self-employed based in Bavaria and hitherto primarily active in regions or in the national market. As its name suggests, the program helps these players enter and expand in, on a step-by-step basis, the international area.

These steps include the

- ascertaining of the marketability of corporate products on the international level
- formulation of a “go international” strategy
- development of a program of training of the personnel staffing the above division
- forging of international-level business contacts.

Eligible for support are

- coaches and other external service providers
- measures serving to provide personnel with skills needed to implement the strategy of internationalization
- first-time participation in international-level trade fairs (be they in Germany or abroad), provided that the fair in question is not already covered by the dedicated state participation program (see section on “participation in international fairs”)
- measures serving to launch corporate products and services on markets and conforming with the EU's relevant laws of competition.

Amount of support provided

- The total amount disbursed can not exceed 25% of expenditures or €10,000 a year
- Fees paid to external providers of services are not to exceed €400 a day
- Companies based in “phasing out” and “Objective 2” areas in Bavaria are eligible until the end of 2006 for a grant amounting to a maximum of 50% of expenditure and to €15,000 a year.

For further information on these special areas of EU support, please visit

www.stmwivt.bayern.de/EFRE/Dokumente/foerdergebiete.pdf (objective 2) and www.stmwivt.bayern.de/EFRE/Dokumente/phasing-out.pdf (phasing out).

- The disbursing of grants is done in accordance with the availability of budgetary funds.
- Grants are provided on a voluntary basis.

Method of application and of program participation

- Applications are to be submitted to the chamber responsible for doing such in your area. The chamber will then process the application.
- Using funds provided by Bavaria's High-Tech Campaign, "Fit for international markets—Go international" will run until December 31, 2007.

BAIKUM

Bavaria's government has furnished € 16 million to other components of the High-Tech Campaign. These innovative measures are designed to foster the international activities of the state's business community.

In addition to helping companies gain entry into and expand in non-German markets (often through common ventures), these measures are also intended to help Bavarian SMEs' procure orders from the **international development banks**.

BAIKUM is **Bavaria's initiative for innovation and cooperation in the area of environmental technologies**. Participating in this project are Bavaria's ministry for economic affairs, infrastructure, transport and technology, Bayern Innovativ GmbH, Bayern International GmbH and Bavaria's congress of industry and trade. BAIKUM (www.baikum.de) undertakes a wide variety of measures. They all have the goal of helping ET (environmental technology) SMEs establish themselves on markets, and to thus help them enhance their ability to compete on the international scale.

BAIKUM was given a new responsibility in 2006: the management of the newly-founded ET cluster. The founding forms part of the cluster-building campaign launched by Bavaria's state government. It enables BAIKUM to build upon the successes it has produced in its sector. These successes relied on funding from the state's high-tech campaign, which has come to an end.

The High-Tech Campaign's funds are also being deployed to finance **day-long consultancies and other events**. Facilitated by both non-German and German experts, these briefings provide success-critical information on operating conditions in individual markets and on doing business on the international level. One of these events is **Bavaria's International Business Day**. Featuring an event-specific focus, the Day is staged annually Bavaria's Ministry of Economic Affairs, Infrastructure, Transport and Technology.

For further **information** on Bavaria's international business activities, please contact the state's chambers of commerce and dedicated association, and visit

- www.bayern-international.de
- www.aussenwirtschaft.bayern.de
- www.ixpos.de
- www.bfai.de

Bayern International's website has a **database** providing immediate access to all of the events, in both Bavaria and elsewhere, staged by Bavaria's ministries, chambers of commerce and associations, available at ***www.bayern-international.de***.

Financial assistance available for sales made and operations set up outside Germany

LfA Förderbank Bayern is the business development bank of the state of Bavaria. LfA provides financial support to Bavarian companies which invest outside the country. This support takes the form of the provision of low-interest loans, sureties and guarantees.

Sureties guaranteeing credits used to procure operating supplies employed in the processing of orders placed for work carried out outside Germany

SMEs headquartered in Bavaria are eligible to receive sureties

- guaranteeing credits used to procure operating supplies employed in the processing of orders placed for work carried out outside Germany
- bearing with them a rate of coverage of up to 50%
- costing 2% p.a. of the surety amount.

Guarantees of payment rendered for indemnity bonds provided

SMEs and self-employed professionals headquartered in Bavaria can procure guarantees of payment. These

- are rendered for indemnity bonds required by the non-German companies placing an order with the company. These bonds are provided by the main bank of the company and cover the conditions of tendering, supply and other aspects of order fulfillment, and of methods of booking prepayments
- cover 60% of the total amount of indemnity
- cost a commission amounting to 1%–2% p.a. of the above amount, plus a processing fee coming to 0.5 percentage points of the total, with its ranging up to € 5,000.

Financial assistance available to investments made outside Germany

Bavaria's SMEs planning on making investments in facilities located outside Germany can avail themselves of loans and sureties provided by LfA Förderbank Bayern.

Loans going to finance investments made outside Germany

These low-interest loans can be used to finance the purchase of

- buildings and plots
- industrial equipment and structures used for business purposes
- fittings and furnishings for production and office facilities
- start-ups and equity stakes.

As a matter of general rule, these loans are not granted for

- consolidations of existing operations
- start-up and financing-related costs
- the purchase of operating supplies.

These loans are granted to projects

- undertaken to enhance the state-based company's ability to compete on a long-term basis (by, for instance, successfully entering new markets), and thus ensuring the long-term survival of corporate operations in Bavaria ("Bavarian effect").

The loans

- bear a term of 10 years; in cases in which structural measures predominate in the project, this term can be extended to 15 or 20 years.
- cover up to 100% of the sum being invested.

Sureties rendered for investments made outside Germany

These sureties can be rendered for purchases of

- buildings and plots
- industrial equipment and structures
- fittings and furnishings for production and office facilities
- start-ups and equity stakes.

As a matter of general rule, these loans are not granted for

- consolidations of existing operations
- start-up and financing-related costs
- the purchase of operating supplies.

These sureties are rendered for projects

- undertaken to enhance the company's ability to compete on a long-term basis (by, for instance, successfully entering new markets), and thus ensuring the long-term survival of corporate operations in Bavaria, thus being of benefit to the state ("Bavarian effect")
- in which the Bavarian company bears liability
- in which the Bavarian company has invested an appropriate amount of its own stockholders' capital.

The sureties rendered

- have terms up to 15 years
- cover up to 70%, of the total amount
- cost a 1% p.a. (of the total amount of coverage provided) commission.

For further information, please contact your local bank or visit www.lfa.de or contact LfA at:

Thomas Kraft	Helmut Kling	Ursula Sierla
Phone: (+49 89) 2124-22 25	Phone: (+49 89) 21 24-24 26	Phone: (+49 89) 21 24-22 20
Fax: (+49 89) 2124-25 27	Fax: (+49 89) 21 24-25 87	Fax: (+49 89) 21 24-25 87
E-mail: thomas.kraft@lfa.de	E-mail: helmut.kling@lfa.de	E-mail: ursula.sierla@lfa.de

Trips undertaken by business and official groups

With this especially holding true for SMEs, the state's business community often needs the help of Bavaria's public sector in cracking markets of great commercial promise. This help takes the form of the forging of contacts yielding business transactions. The forging often takes place during trips jointly undertaken by business and official groups. Forming a key component of the state government's policies to promote the growth of the international-level business done by Bavaria's companies, such trips are often organized and carried out by Bavaria's Ministry of Economic Affairs, Infrastructure, Transport and Technology, along with the state's business chambers and associations, and Bayern International. These trips are taken to key foreign markets, and serve to acquaint participating companies with business conditions there. Bayern International provides organizational assistance.

Visits by business and official groups to Bavaria

To help Bavaria's companies get to know and do business with their non-German counterparts, Bavaria's Ministry of Economic Affairs, Infrastructure, Transport and Technology, Bayern International GmbH and dedicated organizations stage receptions for and accompany non-German business and official groups visiting the state.

Representative offices outside Germany

Representative offices maintained in the following countries by Bavaria's ministry of economic affairs

Brazil

State of Bavaria – Brazil Office

c/o German-Brazilian Chamber
of Commerce and Industry
Mr. Martin Langewellpott
Rua Verbo Divino 1488
BR 04719-904 São Paulo, Brazil
Phone: +5511/5187-5100
Fax: +5511/5181-7013
E-mail: bayern@ahkbrasil.com
www.ahkbrasil.com/bayern

Bulgaria

State of Bavaria – Bulgaria Office

c/o German-Bulgarian Chamber
of Commerce and Industry
Dr. Mitko Vassilev
F. J.-Curie Str. 25 A
1113 Sofia, Bulgaria
Phone: +3592/816 3010
Fax: +3592/816 3019
E-mail: m.vassilev@ahk-bg.org
www.ahk-bg.org

China

State of Bavaria – Shandong Office

Dr. Christian Geltinger
Rm. 1124, Hisense Tower
17 Dong Hai Xi Road
Qingdao, 266071 Shandong Province
PR China
Phone: +86532/8667-1796
Fax: +86532/8667-1860
E-mail:
geltinger@bayern-shandong.com.cn
www.bayern-shandong.com.cn

India

State of Bavaria – India Office

Mr. John Kottayil
Prestige Meridian 2, 12th floor, unit 1201
30, MG Road
Bangalore 560 001, India
Phone: +9180/2509-5860
Fax: +9180/2509-5862
E-mail:
john.kottayil@invest-in-bavaria.com

Japan

State of Bavaria – Japan Office

Mr. Toshio Obata
AIG Bldg. 14F, Marunouchi 1-1-3
Chiyoda-Ku, Tokyo 100-0005, Japan
Phone: +813/32 14-1264 oder -1246
Fax: +813/32 87-0136
E-mail: bavariaj@cf.mbn.or.jp
www.invest-in-bavaria.jp

Canada – Quebec

**État de Bavière –
Représentation au Québec**

Mr. Axel Ströhlein, Director
Mr. Norbert Arsenault,
Senior Project Manager
1501, Ave. McGill Collège, Bureau 2060
Montréal, Québec, Canada H3 A 3M8
Phone: +1514/985-6520 Mr. Ströhlein
Phone: +1514/985-6522 Mr. Arsenault
Fax: +1514/985-2610
E-mail: info@baviere-quebec.org
www.baviere-quebec.org

Croatia

State of Bavaria – Croatia Office

c/o German-Croatian Chamber
of Commerce and Industry
Dr. Peter Presber
Zamenhoffova 2
10 000 Zagreb, Croatia
Tel: +3851/6311-600
Fax: +3851/6311-630
E-mail: info@ahk.hr

Mexico

State of Bavaria – Mexico Office

c/o German-Mexican Chamber
of Commerce and Industry
Dr. Wilhelm Boucsein
Centro Alemán – German Centre
Av. Santa Fé 170, Piso 1, Oficina 4-10
Col. Lomas de Santa Fé
01210 México D. F., México
Phone: +5255/15 00-59 00
Fax: +5255/15 00-59 10
E-mail: bayern@ahkmexiko.com.mx
www.camexa.com.mx

Poland

State of Bavaria – Poland Office

c/o German-Polish Chamber
of Commerce and Industry
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Tel: +4822/5310-525
Fax: +4822/5310-666
E-mail: hgf@ihk.pl
www.ihk.pl

Romania

State of Bavaria – Romania Office

c/o German-Romanian Chamber
of Commerce and Industry
Mr. Dirk Rütze
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713091 Bucaresti, Romania
Phone: +4021/223 15-31, or -35
Fax: +4021/223 15-38
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www.ahkrumaenien.ro

Russia

State of Bavaria – Moscow Office

c/o Association of German Chambers
of Commerce and Industry
Dr. Michail Logwinow
1 Kasatschi per., 7
119017 Moscow, Russia
Mailing address:
c/o APK Worldwide Courier GmbH
Desenisstr. 54
22083 Hamburg
Phone: +7495/23 449-86
Fax: +7495/23 449-88
E-mail: info@bayern.ru
www.bayern.ru

Singapore

State of Bavaria – Asia Pacific Office

Mr. Ronald Unterburger
61 Robinson Road, #12-03 Robinson Centre
Singapore 068893
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www.bavaria-asia.com

Taiwan

State of Bavaria – Taiwan Office

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Fax: +8862/2716 8713
E-mail: mmi_tw@miasia.com.sg
www.bavaria-asia.com

Ukraine

State of Bavaria – Ukraine Office

c/o Association of German Chambers
of Commerce and Industry
Ms. Karin Rau
Wul. Puschkinska 34
01004 Kiew, Ukraine
Phone: +38044/234-5998
Fax: +38044/235-4234
E-mail: dihk@dihk.com.ua
www.dihk.com.ua

Hungary

State of Bavaria – Hungary Office

c/o German-Hungarian Chamber
of Commerce and Industry
Mr. Gabriel A. Brennauer
Lövház u. 30
1024 Budapest, Hungary
Phone: +361/345-7637
Fax: +361/315-0744
E-mail: brennauer@ahkungarn.hu
www.duihk.hu

USA

**State of Bavaria – United States Office
for Economic Development**

Ms. Dagmar A. Cassan
560 Lexington Avenue, 17th Floor
New York, NY 10022, USA
Phone: +1212/317-0588
Fax: +1212/317-0590
E-mail: info@bavaria.org
www.bavaria.org

USA – California

**State of Bavaria – California Office
for Economic Development – West Coast**

Dr. Lucie Merkle
555 Hamilton Avenue, Suite 130
Palo Alto, CA 94301, USA
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Fax: +1650/566-1188
E-mail: info@bavaria.org
www.bavaria.org

United Arab Emirates

State of Bavaria – Emirates Office

Mr. Dr. Jürgen Friedrich
c/o The German Industry & Commerce
Office Abu Dhabi
The Towers at Trade Center, East Tower
1st floor, Office 1st floor, Office No. 104
Abu Dhabi Mall
P.O.Box 54702
Abu Dhabi, United Arab Emirates
Phone: +971/2-6455-200
Fax: +971/2-6457-100
E-mail: bayern@ahkabudhabi.ae
www.ahkuae.com

Important addresses for investors

Business development

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Regierungsplatz 540
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Administration of Central Franconia

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Administration of Swabia

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Labor

**Bavarian State Ministry
of Labor and Social Affairs,
Family Affairs and Women**

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Venture and participatory capital companies

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