

For Six Month Period Ending December 31, 2010  
(Insert date)

**I - REGISTRANT**

1. (a) Name of Registrant (b) Registration No. 5647

Bavarian Ministry for Economic Affairs, Infrastructure, Transport  
and Technology - U.S. Office for Economic Development  
a/k/a State of Bavaria, United States Office for Economic Development

(c) Business Address(es) of Registrant

560 Lexington Avenue, 17th Floor  
New York, NY 10022

388 Market Street, Suite No. 1050  
San Francisco, CA 94111

2. Has there been a change in the information previously furnished in connection with the following:

(a) If an individual:  
(1) Residence address(es) Yes  No   
(2) Citizenship Yes  No   
(3) Occupation Yes  No

(b) If an organization:  
(1) Name Yes  No   
(2) Ownership or control Yes  No   
(3) Branch offices Yes  No

(c) Explain fully all changes, if any, indicated in items (a) and (b) above.

Registrant's U.S. offices ceased operations effective 12/31/10.

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IF THE REGISTRANT IS AN INDIVIDUAL, OMIT RESPONSE TO ITEMS 3, 4 AND 5(a).

3. If you have previously filed Exhibit C<sup>1</sup>, state whether any changes therein have occurred during this 6 month reporting period.

Yes  No

If yes, have you filed an amendment to the Exhibit C? Yes  No

If no, please attach the required amendment.

4. (a) Have any persons ceased acting as partners, officers, directors or similar officials of the registrant during this 6 month reporting period? Yes  No

If yes, furnish the following information:

Name	Position	Date connection ended
Dagmar A. Cassan	Executive Managing Director	12/31/10
Janet Danisman (Sutherland)	Director	11/30/10
Leonie R. Atherton	Senior Manager	11/30/10
Lucie E. Merkle	Executive Director	11/30/10

(b) Have any persons become partners, officers, directors or similar officials during this 6 month reporting period?

Yes  No

If yes, furnish the following information:

Name	Residence address	Citizenship	Position	Date assumed
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5. (a) Has any person named in item 4(b) rendered services directly in furtherance of the interests of any foreign principal?

Yes  No

If yes, identify each such person and describe his service.

(b) Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period? Yes  No

If yes, furnish the following information:

Name	Position or connection	Date terminated
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(c) During this 6 month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity? Yes  No

If yes, furnish the following information:

Name	Residence address	Citizenship	Position	Date assumed
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6. Have short form registration statements been filed by all of the persons named in Items 5(a) and 5(c) of the supplemental statement?

Yes  No

If no, list names of persons who have not filed the required statement.

N/A

## II - FOREIGN PRINCIPAL

7. Has your connection with any foreign principal ended during this 6 month reporting period?

Yes       No

If yes, furnish the following information:

Name of foreign principal

Date of termination

Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology, a/k/a  
State of Bavaria, United States Office for Economic Development

8. Have you acquired any new foreign principal<sup>2</sup> during this 6 month reporting period?

Yes       No

If yes, furnish the following information:

Name and address of foreign principal

Date acquired

9. In addition to those named in Items 7 and 8, if any, list foreign principals<sup>2</sup> whom you continued to represent during the 6 month reporting period.

10. **EXHIBITS A AND B**

(a) Have you filed for each of the newly acquired foreign principals in Item 8 the following:

Exhibit A <sup>3</sup>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Exhibit B <sup>4</sup>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A

If no, please attach the required exhibit.

(b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during the 6 month period?      Yes       No

If yes, have you filed an amendment to these exhibits?      Yes       No

If no, please attach the required amendment.

<sup>2</sup> The term "foreign principal" includes, in addition to those defined in Section 1(b) of the Act, an individual organization any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual. (See Rule 100(a)(9).) A registrant who represents more than one foreign principal is required to list in the statements he files under the Act only those principals for whom he is not entitled to claim exemption under Section 3 of the Act. (See Rule 208.)

<sup>3</sup> The Exhibit A, which is filed on Form NSD-3 (Formerly CRM-157), sets forth the information required to be disclosed concerning each foreign principal.

<sup>4</sup> The Exhibit B, which is filed on Form NSD-4 (Formerly CRM-155), sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

**III - ACTIVITIES**

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11. During this 6 month reporting period, have you engaged in any activities for or rendered any services to any foreign principal named in Items 7, 8, and 9 of this statement?      Yes       No

If yes, identify each such foreign principal and describe in full detail your activities and services:

**Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology, a/k/a  
State of Bavaria, United States Office for Economic Development**

**See Attached Addendum i (Description of Responsibilities)**

**Activities ceased effective 12/31/10.**

- 
12. During this 6 month reporting period, have you on behalf of any foreign principal engaged in political activity<sup>5</sup> as defined below?  
Yes       No

If yes, identify each such foreign principal and describe in full detail all such political activity, indicating, among other things, the relations, interests and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored or delivered speeches, lectures or radio and TV broadcasts, give details as to dates and places of delivery, names of speakers and subject matter.

**Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology, a/k/a  
State of Bavaria, United States Office for Economic Development**

**See Attached Addendum i (Description of Responsibilities)**

**Activities ceased effective 12/31/10.**

- 
13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits any or all of your foreign principals?      Yes       No

If yes, describe fully.

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<sup>5</sup> The term "political activities" means any activity that the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

IV - FINANCIAL INFORMATION

14. (a) RECEIPTS - MONIES

During this 6 month reporting period, have you received from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income or money either as compensation or otherwise? Yes [X] No [ ]

If no, explain why.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies<sup>6</sup>.

Date From whom Purpose Amount

See Attached Addendum ii (Account of Monies)

Total

(b) RECEIPTS - FUND RAISING CAMPAIGN

During this 6 month reporting period, have you received, as part of a fund raising campaign<sup>7</sup>, any money on behalf of any foreign principal named in items 7, 8, or 9 of this statement? Yes [ ] No [X]

If yes, have you filed an Exhibit D<sup>8</sup> to your registration? Yes [ ] No [ ]

If yes, indicate the date the Exhibit D was filed. Date \_\_\_\_\_

(c) RECEIPTS - THINGS OF VALUE

During this 6 month reporting period, have you received any thing of value<sup>9</sup> other than money from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal? Yes [ ] No [X]

If yes, furnish the following information:

Name of foreign principal Date received Description of thing of value Purpose

6, 7 A registrant is required to file an Exhibit D if he collects or receives contributions, loans, money, or other things of value for a foreign principal, as part of a fund raising campaign. (See Rule 201(e).)

8 An Exhibit D, for which no printed form is provided, sets forth an account of money collected or received as a result of a fund raising campaign and transmitted for a foreign principal.

9 Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks," and the like.

15. (a) **DISBURSEMENTS – MONIES**

During this 6 month reporting period, have you

(1) disbursed or expended monies in connection with activity on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes  No

(2) transmitted monies to any such foreign principal? Yes  No

If no, explain in full detail why there were no disbursements made on behalf of any foreign principal.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies, including monies transmitted, if any, to each foreign principal.

Date	To whom	Purpose	Amount
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**See attached Addendum iii (Disbursements - Monies)**

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Total

**(b) DISBURSEMENTS - THINGS OF VALUE**

During this 6 month reporting period, have you disposed of anything of value<sup>10</sup> other than money in furtherance of or in connection with activities on behalf of any foreign principal named in Items 7, 8, or 9 of this statement?

Yes  No

If yes, furnish the following information:

Date disposed	Name of person to whom given	On behalf of what foreign principal	Description of thing of value	Purpose
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N/A

**(c) DISBURSEMENTS - POLITICAL CONTRIBUTIONS**

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or other things of value<sup>11</sup> in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Yes  No

If yes, furnish the following information:

Date	Amount or thing of value	Name of political organization	Name of candidate
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N/A

<sup>10, 11</sup> Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks" and the like.

V - INFORMATIONAL MATERIALS

16. During this 6 month reporting period, did you prepare, disseminate or cause to be disseminated any informational materials<sup>12</sup>?  
Yes  No

IF YES, RESPOND TO THE REMAINING ITEMS IN SECTION V.

17. Identify each such foreign principal.

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State of Bavaria, United States Office for Economic Development

18. During this 6 month reporting period, has any foreign principal established a budget or allocated a specified sum of money to finance your activities in preparing or disseminating informational materials? Yes  No

If yes, identify each such foreign principal, specify amount, and indicate for what period of time.

19. During this 6 month reporting period, did your activities in preparing, disseminating or causing the dissemination of informational materials include the use of any of the following:

- Radio or TV broadcasts
- Magazine or newspaper articles
- Motion picture films
- Letters or telegrams
- Advertising campaigns
- Press releases
- Pamphlets or other publications
- Lectures or speeches
- Internet
- Other (specify) \_\_\_\_\_

20. During this 6 month reporting period, did you disseminate or cause to be disseminated informational materials among any of the following groups:

- Public officials
- Newspapers
- Libraries
- Legislators
- Editors
- Educational institutions
- Government agencies
- Civic groups or associations
- Nationality groups
- Other (specify) Businesses and Individuals

21. What language was used in the informational materials:

- English
- Other (specify) German

22. Did you file with the Registration Unit, U.S. Department of Justice a copy of each item of such informational materials disseminated or caused to be disseminated during this 6 month reporting period? Yes  No

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act? Yes  No

<sup>12</sup> The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

VI - EXECUTION

In accordance with 28 U.S.C. §1746, the undersigned swear(s) or affirm(s) under penalty of perjury that he/she has (they have) read the information set forth in this registration statement and the attached exhibits and that he/she is (they are) familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her (their) knowledge and belief, except that the undersigned make(s) no representation as to the truth or accuracy of the information contained in the attached Short Form Registration Statement(s), if any, insofar as such information is not within his/her (their) personal knowledge.

(Date of signature )

(Type or print name under each signature<sup>13</sup>)

JANUARY 28 2011

Dagmar A. Cassan

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<sup>13</sup> This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.





U.S. Department of Justice  
National Security Division

Washington, DC 20530

THIS FORM IS TO BE AN OFFICIAL ATTACHMENT TO YOUR CURRENT SUPPLEMENTAL  
STATEMENT - PLEASE EXECUTE IN TRIPLICATE

SHORT-FORM REGISTRATION INFORMATION SHEET

SECTION A

The Department records list active short-form registration statements for the following persons of your organization filed on the date indicated by each name. If a person is not still functioning in the same capacity directly on behalf of the foreign principal, please show the date of termination.

**Short Form List for Registrant: Bavarian Ministry for Economic Affairs, Infrastructure,  
Transport and Technology**

Last Name	First Name and Other Names	Registration Date	Termination Date	Role
Cassan	Dagmar A.	09/29/2004	12/31/10	Executive Managing Director
Danisman (Sutherland)	Janet	01/31/2006	11/30/10	Director
Atherton	Leonie R.	08/02/2006	11/30/10	Senior Manager
Merkle	Lucie E.	08/02/2006	11/30/10	Executive Director

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**Description of Responsibilities of the Bavarian Representation in the U.S.A.**

- Active participation in preparing Bavarian marketing strategies for the U.S.A. Particularly in light of representative's experience in and knowledge of the market new ideas and initiatives for the marketing strategies are expected.
- Establishing contacts with U.S. Companies for direct investments, joint ventures, cooperation agreements, etc. (lead generation).
- Cultivating contacts with multipliers in the business community (banks, accountants, management consultants, associations, Chambers of Commerce, industrial planning organizations etc.) and utilizing these contacts for lead generation.
- Creation and execution of direct mail campaigns and sending out information materials about location Bavaria to target groups.
- Compiling of specific information about certain companies within the target group, such as company size, position in the market, international business activities etc.
- Organizing and executing seminars and informational events in the United States about location Bavaria.
- Organizing business trips for members of the Ministry for Economic Affairs to the U.S. including personal support, and possibly accompanying the visitor(s).
- Providing diverse services for the Ministry for Economic Affairs such as storage and shipment of information materials, handling inquiries by mail, telephone or facsimile etc. (office service).
- Ongoing reporting (in writing every two months) on current developments within the U.S. market, especially international expansion activities of U.S. companies in Europe.
- Keep current on and occasional feedback on other countries, including European regions and North America market activities (observe competition).

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### **Tätigkeitsbeschreibung des bayerischen Repräsentanten für die USA**

- Aktive Mitwirkung bei der Erstellung bayerischer Marketing-Strategien für die USA, wobei insbesondere durch die Erfahrung und Marktkenntnis des Repräsentanten neue Ideen und Impulse erwartet werden.
- Erstkontakte zu amerikanischen Unternehmen in den Bereichen Direktinvestitionen, Joint Ventures, Unternehmenskooperationen etc. (Akquisition).
- Kontaktpflege mit Multiplikatoren der Wirtschaft (Banken, Wirtschaftsprüfer, Unternehmensberater, Verbänden, Auslandshandelskammern, Industrieplanungsgesellschaften etc. und Nutzung dieser Kontakte für die Akquisition.
- Erstellung und Versand von Werbeschreiben (Direct Mailing) und Versand von Informationsmaterial über Bayern an die Zielgruppen.
- Beschaffung spezifischer Informationen über bestimmte Unternehmen der Zielgruppen, wie Unternehmensgröße, Marktstellung, internationale Tätigkeiten etc.
- Vorbereitung und Durchführung von Seminaren und Informationsveranstaltungen über Bayern in den USA.
- Vorbereitung von Besuchsreisen von Angehörigen des Ministeriums in den USA sowie persönliche Unterstützung und ggf Begleitung.
- Erbringung diverser Dienstleistungen für das Ministerium wie z.b. Lagerung und Versand von Informationsmaterialien, Entgegennahme eingehenderer Anfragen per Post, Telefon oder Telefax etc. (Büroservice).

Addendum i) Page 3

Registrant: Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology-U.S. Office for Economic Dev.

- **Laufende Berichterstattung (schriftlich alle zwei Monate) über aktuelle Entwicklungen im amerikanischen Markt, insbesondere Auslandsaktivitäten von USA-Unternehmen in Europa.**
  
- **Laufende Beobachtung und ggf. Berichterstattung über die Aktivitäten anderer Länder bzw. Europäischer Regionen vor allem im nordamerikanischen Markt (Konkurrenzbeobachtung).**



State of Bavaria - United States Office for Economic Development  
Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology

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### About

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Invest-in-Bavaria is the investment and location marketing organization of the Bavarian State Ministry for Economic Affairs, Infrastructure, Transport and Technology. It is part of the Department of International Trade and Investment and is operated in conjunction with Bayern International.

Invest-in-Bavaria is under the leadership of the Bavarian State Minister Mr. Martin Zeil. The State of Bavaria United States Office for Economic Development is headed by Ms. Dagmar Cassan, MBA, Executive Managing Director.

The State of Bavaria United States Office for Economic Development is one of the **20 representative offices** of Invest-in-Bavaria's global network.

The office's many recognitions and awards include, most recently in 2008, the International Economic Development Council Award for "Best Special Purpose Brochure" as well as awards received in 2003, 2004, 2006 and 2007. Other awards include: in 2008 American Business Award finalists for "Best Overall Web Design" and "Best Home Page", in 2006 the International Business Stevie Award: "Best Satellite Office or Facility" and in 1999 Business Facilities: Annual Economic Achievement Award, Gold.



Invest in Bavaria's United States Office

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## Mission

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### Mission

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**The mission of the State of Bavaria United States Office for Economic Development is to assist American companies in finding the most advantageous solution for their business expansions and acquisitions in Europe.**

We seek to attract productive foreign direct investment into Germany's southern state of Bavaria to support economic growth and development in Bavaria's key industry clusters. We achieve this by promoting Bavaria's strategic and competitive advantages to U.S. investors and business leaders and by providing them with cost-free and confidential professional services to assist in their investment process.

Familiar with the intricacies of the corporate cultures of both German and American companies, our New York based team with the direct support of the Invest-In-Bavaria team at our Headquarters in Munich, seeks to streamline the fact-finding and the efficiency phases of the investment process. Over the past decade, since the founding of the office in 1996, the team's track record has been substantial, having helped a wide range of U.S. businesses successfully achieve their desired overseas objectives in Bavaria.

We invite you to join the over 850 U.S. companies that have successfully established subsidiaries in Bavaria. We look forward to helping you achieve your expansion and acquisition objectives and offer you our **services**.



Invest-In-Bavaria's Munich Office  
Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology  
28 Prinzregenten Street, Munich Germany

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Addendum ii (Account of Monies)  
In response to Section IV-Financial Information

<b>Date</b>	<b>From Whom</b>	<b>Purpose</b>	<b>Amount</b>
7/15/2010	Bavarian Ministry*	Contribution to cover office operating expenditures – NY office	\$ 53,732.00
7/15/2010	Bavarian Ministry*	Contribution to cover office operating expenditures – CA office	\$138,757.00
7/21/2010	Bavarian Ministry*	Contribution to cover office operating expenditures – NY office	\$123,817.00
10/8/2010	Bavarian Ministry	Contribution to cover office operating expenditures – CA office	\$117,207.00
10/8/2010	Bavarian Ministry*	Contribution to cover office operating expenditures – NY office	\$ 53,732.00
10/12/2010	Bavarian Ministry*	Contribution to cover office operating expenditures – NY office	\$123,817.00
			<b>Total: \$611,062.00</b>

\*Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology

Addendum iii (Disbursements - Monies)  
In response to 15(a)

<b>Purpose</b>	<b>Amount</b>
Payroll, P.R. Fees, Employers Simple IRA Contribution, Health Insurance, Workers Comp, Commercial Insurance Policy	\$313,166.00
Rent	\$ 51,895.00
Advertising	\$ 5,230.00
Accounting, legal fees, computer consulting, web support, Internet support	\$ 10,449.00
Membership dues, subscriptions	\$ 3,273.00
Meals + Entertainment	\$ 2,829.00
Misc. office supplies, office equipment	\$ 5,887.00
Telephone	\$ 7,166.00
Tradeshaw, conferences + meeting	\$ 38,726.00
Travel, hotel, car services (including travel to Bavaria)	\$ 27,899.00
<b>Total:</b>	<b>\$466,520.00</b>

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\*Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology

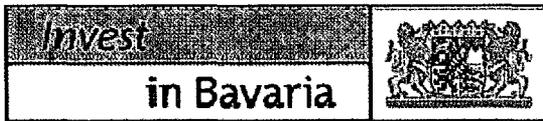
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Infrastructure, Transport and Technology Office for Economic  
Development for circulation and distribution purposes**

**July 2010 – November (30<sup>th</sup>) 2010**

1.	07/20/10	Follow-up: Intersolar North America 2010 (email)
2.	07/21/10	Bavaria's Foreign Trade 2009 - Information (email)
3.	07/22/10	Newsletter "Business Bavaria" Issue 7, 2010 (email)
4.	08/23/10	Newsletter "Business Bavaria" Issue 8, 2010 (email)
5.	09/03/10	Invitation: IBC 2010 Information mail (email)
6.	09/23/10	Newsletter "Business Bavaria" Issue 9, 2010 (email)
7.	10/21/10	Newsletter "Business Bavaria" Issue 10, 2010 (email)
8.	11/09/10	Follow-up: Solar Power International 2010 (email)
9.	11/09/10	Follow-up: Digital Hollywood Fall 2010 (email)
10.	11/22/10	Newsletter "Business Bavaria" Issue 11, 2010 (email)
11.	07/07/10	Invitation Intersolar N.A. 2010

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This material is circulated by the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology Office for Economic Development on behalf of the State of Bavaria, Federal Republic of Germany. Additional Information is on file with the Department of Justice, Washington, D.C.



1.

**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

July 20, 2010

**Intersolar North America 2010, San Francisco**

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It was a pleasure meeting you at Intersolar North America 2010 in San Francisco. We hope you had a successful show.

With more than 2,000 companies and institutes, Bavaria is one of the top regions in Germany for environmental and energy technologies.

For an overview of companies and potential business partners in Bavaria please check the company database "Key Technologies in Bavaria":

<http://www.bayern-international.de/en/business-in-bavaria/key-technologies-in-bavaria.html>

The San Francisco based State of Bavaria U.S. Office offers detailed information on technologies and markets as well as cost-free assistance in finding a location or key partners in Bavaria.

If you have any questions or if you are interested in more detailed information about solar energy in Bavaria please do not hesitate to contact us.

Best regards,

Lucie E. Merkle,  
Executive Director

**State of Bavaria United States Office - West Coast Division**

388 Market Street, Suite 1050

San Francisco, California 94111

Phone: +1 (415) 362-1001

Fax: +1 (415) 362-1030

[lemerkle@bavaria.org](mailto:lemerkle@bavaria.org)

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**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

2.

388 Market Street, Suite 1050  
San Francisco, CA 94111  
Phone: +1 (415) 362-1001  
Fax: +1 (415) 362-1030  
[sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
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«BusinessStreet1»  
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**Bavaria's Foreign Trade 2009**

«GreetingLine»

Attached please find the brochure "Bavaria's Foreign Trade 2009" with the latest figures on Bavarian foreign trade.

Despite the world-wide economic downturn, the German State of Bavaria continued to expand its exports in 2009. With its highly competitive and internationally oriented industry, Bavaria is one of the top regions in Europe for expansion and partnering.

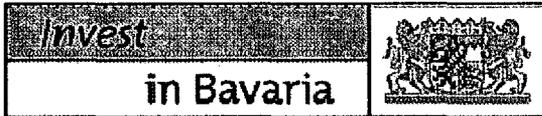
The State of Bavaria U.S. Office – West Coast Division in San Francisco provides extensive services for companies planning to expand their international business. We offer customized and cost-free assistance in finding a business location or establishing valuable contacts with key partners and experts in Bavaria.

If you have any questions please do not hesitate to contact us.

Best regards,

Lucie E. Merkle,  
Executive Director

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**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

July 28, 2010  
 2011 JAN 31 PM 2:56  
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388 Market Street, Suite 1050  
 San Francisco, California 94111  
 Phone: +1 (415) 362-1001  
 Fax: +1 (415) 362-1030  
[sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
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Mega-trends boosted by Bavaria:  
mobility for metropolises



Delhi, Guangzhou, Mecca, Bangalore, Karachi, Bangkok, Ho Chi Minh City... Many of the world's nearly 500 metropolises have made a major decision.

To achieve their objectives of reducing ultra-snarled congestion and choking air pollution, each of these million-population cities is going with trains – metros and regional rail lines.

As the above list shows, the vast majority of these billion euro mass transit building, extension and upgrading projects are in the developing world.

In view of the most recent population statistics, that's not surprising. Since 2008 and the first time in history, more than half of the world's population (currently 6.6 billion) resides in urban areas. This urban population of 3.3 billion is set to rise by 1.7 billion by 2030. Nearly all of that rise will take place in the already teeming and often-thriving cities of Asia, Africa and Latin America.

A prime beneficiary of this surging need is Bavaria's rail industry.

As is the case with state's best-in-the-world automotive sector, the industry is comprised of a mix of highly-regarded major players availing themselves of components, subsystems and planning, operating and monitoring software and other services provided by state suppliers.

What makes rail projects so demanding is that, to use an analogy from the automotive sector, they require not only the manufacturing of cars but also the building of the roads upon which they run, the lights ensuring their safe passage, and the gas stations at which they fuel.

With the exception of building the track beds on which the trains run, every other component of rail projects is supplied - on a turnkey basis--by Siemens, whose Mobility department is headquartered in the central Bavarian city of Erlangen. As befitting its status of being the world's leading manufacturer of braking systems for rail vehicles, Knorr-Bremse has been profiting strongly from the metro-building boom. The Munich-based company is especially strong on China's fast-growing market.

The highways – tracks – on which mass transit and other trains travel is often supplied by the central Bavarian company of Rail.One, the leader in the field of developing ultra-reliable and long-life rail grids. Other major rail suppliers from Bavaria include Munich's Schaltbau (a large range of electronic components), Holzkirchen's Transtechnik (on-board and other power supply systems, converters and much more) and Munich's Kontron (train management and passenger information systems).



## Five minutes with ... Gerhard Pfeifer, managing owner of Pfeifer Seil- und Hebetchnik



Source: www.pfeifer-austria.at

Left: Gerhard Pfeifer

As the billions of fans watching the matches of the 2010 FIFA Football World Cup in South Africa will agree, the stadiums in Durban and Cape Town have breathtakingly high-flying roofs.

The ultra-delicate and complicated job of putting up and securing these roofs (built-in cable structure technology) was given to Pfeifer Seil- und Hebetchnik. The roots of the company date back to 1579. The company is now run by the 12th generation of the family. Headquartered in the western Bavarian city of Memmingen, the company is one of the leading European companies for rope, anchoring and lifting systems. It is especially well-known for cable structure manufacturing and assembly services (in terms of projects handled: over 1000!).

### Your USP (unique selling point)?

Shown by all eight of our areas of business, the depth and breadth of our expertise join with the high quality of our products and services in enabling us to meet our clients' oft-challenging needs.

### Your greatest breakthroughs?

There have been quite a few during our long history of innovation. They include a system of lifting anchors to transport concrete elements. That was invented in the 1960s. In the mid 80s, we applied a new technology for large-scale casting to the construction of Chicago's Mc Cormick Place Exhibition Center.

### Your most productive source of personnel?

Most of the qualified personnel at our headquarters in Memmingen are graduates from the institutions of higher education located in the Allgäu, our beautifully green and attractive home region. This expresses our policy of recruiting locally, although we do hire specialists from elsewhere on an as-needed basis.

### Your main source of financing?

Our policy is to reinvest our earnings in our business. Banks provide the requisite financing for large-scale projects and investments.

## INSIDE THE STATE, INSIDE TECHNOLOGY The new wonders of wood: High flying plans for all-wood high rises



Source: www.huber-sohn.de

Bavaria's most revolutionary building is located in Bad Aibling. What's revolutionary about the building: it's made out of wood.

That would seem a non sequitur in a state that has more woods (forests cover 36.3% of Bavaria's surface) and wood buildings (17% of state total) than any other in Germany.

Revolutionary about the building is its height – seven floors – and the extent of its

use of wood. In contrast to conventional structures, the building, which is located in this eastern Bavarian town's clean energy development, does without steel or concrete support.

Also revolutionary was the building's speed of assembly. It took only four days for the eastern Bavarian firm of Huber & Sohn to put it together. As of this writing, the building's interior is being finished. The whole project in Bad Aibling includes besides this big building with seven floors some smaller ones.

According to the company developing the community, the construction of the all-wood building has paved the way for one of 7 stories, with ones up to 20 stories high now being planned.

Good news for Bavaria's forestry industry and for the world's environment. The industry is one of the state's big-ticket sectors, employing 200,000 persons and registering annual sales of €30 billion.

The environment profits from wood's binding of carbon dioxide, and from its comparative advantages (in terms of resource consumption) over concrete.

These high-flying projects for all-wood high-rises are based upon the technologies developed by researchers working in Bavaria's institutes. These have ensured that wood has the requisite fire-resistance, carrying capability and long-term durability.

The researchers include Dr. Gerd Wegener, head of wood research at Munich's Technical University, and speaker of Bavaria's Forestry and Wood Cluster. Other centers of research are the universities of applied sciences at Weihenstephan and Rosenheim.

### Key figure

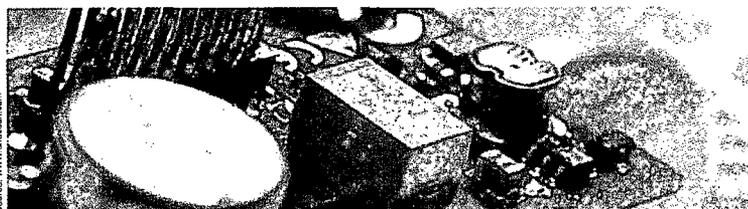
**40,659** start-ups in the first quarter of 2010 in Bavaria. In another sign of the strength of Bavaria's recovery, that was up 5% over the previous year, and is one of the best results ever turned in by the state. Behind this rise: the ever-greater number of companies founded and headed by women, and the ever-growing need for technical services.

## BIG STORY

### From Bavaria: building materials revolutionizing building and buildings

Flooring that generates electricity for the buildings in which it is installed. Windows and glass facades capable of alerting owners to possible cracks and other damages. Walls and roofs that have the lightness and beauty of sails or balloons and the translucence of windows – and the resiliency of standard building materials.

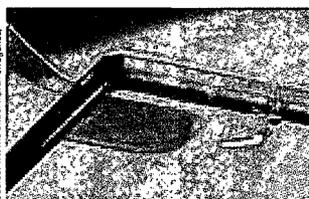
These are just a few of the advanced building materials coming out of Bavaria. These materials will revolutionize the construction and operations of buildings.



“Energy harvesting” is one of technology’s hottest buzzwords. It means making use of the energy expended in doing the most mundane of things.

Such as pacing your house’s floor. The pressure from that pacing is turned into electricity by Piezo Parkett ample enough to power in-house communication systems and household appliances. Developed by the Munich-based company of the same name and by Professor Norbert Schwesinger, this parquet flooring can be installed in virtually all homes and offices.

The ultimate example of energy harvesting is provided by EnOcean’s sensors. They run on the power they capture from movement, temperature differences, light or their own operations. This ability to generate their own power joins with their sophistication of sensing and range of wireless broadcasting in making the sensors the hearts of advanced building monitoring and operating systems. To date, these systems have been incorporated in 100,000 buildings. Not bad for a company founded in 2001 in the southeastern Munich suburb of Oberhaching, and which introduced its revolutionary product in 2003.



It sounds like every building owner’s dream: windows and glass facades that tell you when they need the maintenance or repairs obviating cracks and the damage to property and persons which they cause.

Thanks to Dr. Bernhard Brunner and his team at Würzburg’s Fraunhofer Institute for Research into Silicates, this dream has become a reality. The team has developed sensors that use arrays of ultrasonic-linked, piezoelectric sensor-actuator modules to detect and report the ‘microcracks’ (as short as 5 millimeters) preceding major cracks.

Since nearly all of today’s ultra-high skyscrapers feature outer shells composed primarily of glass (including Burj Khalifa – the world’s highest), these ‘smart’ panels are bound to become mainstays of construction.



Allianz Arena

Often referred as to a “cathedral of light”, Munich’s Allianz Arena is widely regarded as being the most beautiful stadium in the world. And that’s because of something it doesn’t have: outer walls. Its exterior is formed by 2760 cushions fashioned out of ETFE foil.

Developed by Dr. Herbert Fitz, this fluorocarbon-based polymer is lighter, stronger (in terms of durability and resiliency) and more translucent than glass. Add in the fact that ETFE is self-cleaning and easy to mold, and you have the reason why the material has become the exterior of choice for museums, trade fair centers, aquatic facilities and, of course, stadiums of all sizes and description.

Main beneficiary of this mushrooming popularity has been Aeronautec, the company founded by Fitz’s son Johannes and daughter-in-law Petra and based in the eastern Bavarian town of Seoon.

Aeronautec is the world’s leader in creating the ETFE foils forming the walls, facades, roofs, partitions and other parts of buildings.

## Bavaria in your briefcase in July and August

### The best of Bavaria's summer:

#### Top festivals in Bavaria

Rock, folk, reggae, opera and theater at its best  
Bavaria and its glorious traditions at its best.  
The weather (hopefully!) at its best.



Tollwood

#### Tollwood (Munich, July 1 – 25)

It's said to be Europe's largest alternative festival, but it's actually an entire city, comprised of tents offering everything from music to the most exquisite of arts and crafts.

[www.tollwood.de/english/summerfestival-2010](http://www.tollwood.de/english/summerfestival-2010)

#### Bard's festival (Nuremberg, July 30 – August 1)

The "bards" performing – for free – on seven stages in Nuremberg's historic center include some of the world's best-known rock singers – and a range of new and young talents.

[www.bardentreffen.de/english-infos](http://www.bardentreffen.de/english-infos)

#### Richard Wagner Festival (Bayreuth, July 25 – August 28)

The world's oldest and most famous opera festival provides a great opportunity to get to know the charming northern Bavarian city of Bayreuth.

[www.bayreuther-festspiele.de/english/english\\_156.html](http://www.bayreuther-festspiele.de/english/english_156.html)

#### Opera Festival (Munich, June 24 – July 31)

130 world-class operas – and two opportunities – to watch them free of charge.

[www.bayerische.staatsoper.de/798-ZG9PWrvbTQmZmxhZzIxJm94ZW4--opernfestspiele-index\\_mopt.html](http://www.bayerische.staatsoper.de/798-ZG9PWrvbTQmZmxhZzIxJm94ZW4--opernfestspiele-index_mopt.html)

#### Chiemsee Reggae Summer (Übersee/ Chiemsee, August 27 – 29)

The festival and its 50 concerts have made the lake's southeastern community of Übersee a place of annual pilgrimage for Europe's reggae lovers.

[www.en.chiemsee-reggae.de](http://www.en.chiemsee-reggae.de)

#### Gäubodenvolksfest (Straubing, August 13 – 23)

(Somewhat) smaller than the Oktoberfest, not so glitzy, but just as festive and fun – and even more Bavarian.

[www.volksfest-straubing.de/volksfest-straubing.html](http://www.volksfest-straubing.de/volksfest-straubing.html)

## Your key to our state

**Invest in Bavaria is the Business Promotion Agency of the Bavarian Ministry of Economic Affairs and Bayern International GmbH.**

#### Press and public relations

Dr. Johann Niggel  
Prinzregentenstr. 28  
D-80538 München  
Tel.: +49 89 24210-7500  
Fax: +49 89 24210-7557  
[info@invest-in-bavaria.com](mailto:info@invest-in-bavaria.com)

#### Business Bavaria

Coordination: Alexandra Schmidhuber  
Editor-in-Chief: Terry Swartzberg  
Technical editor and design: Konrad Bayer

## Upcoming trade fairs and events

### ... in Munich

#### Interforst

Forest industry and technologies  
July 14 – 18, 2010

[www.interforst.de/en/30070](http://www.interforst.de/en/30070)

#### IFAT ENTSORGA 2010

World's leading trade fair for water, sewage, waste and secondary raw materials treatment systems and technologies

September 13 – 17, 2010

[www.ifat.de/en/Home](http://www.ifat.de/en/Home)

### ... in Nuremberg

#### FachPack/PrintPack/LogIntern

Packaging solutions and In-plant logistics  
All three: September 28 – 30, 2010

[www.fachpack.de/en/default.aspx](http://www.fachpack.de/en/default.aspx)

### ... abroad

**Delegation trip to Croatia and Slovenia headed by Martin Zeil, Bavaria's minister of economic affairs. September 28 – October 1, 2010**

Destinations: Zagreb/Croatia and Ljubljana/Slovenia  
Sectors of interest: transport facilities/ logistics, energy and environmental technology

#### For further information:

Rosi Saubert  
Bayern International  
Tel.: +49 89 66 05 66-204  
[rsaubert@bayern-international.de](mailto:rsaubert@bayern-international.de)

**Delegation trip to Japan headed by Martin Zeil, Bavaria's minister of economic affairs. November 13-20, 2010**

Destinations: Osaka, Kobe and Kyoto  
Sectors of interest: automotive (E-mobility), mechatronics and automation, materials engineering and nanotechnologies

#### For further information:

Bayern International  
Sarah Morgenstern  
Tel.: +49 89 660566-200  
[smorgenstern@bayern-international.de](mailto:smorgenstern@bayern-international.de)



**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

August 23, 2010

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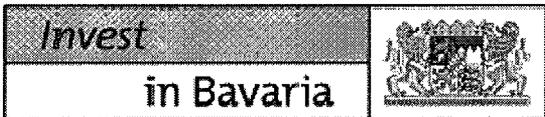
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**State of Bavaria**  
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**West Coast Division**

September 03, 2010

**IBC 2010 Amsterdam**

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To whom it may concern,

We would like to inform you that **'Invest in Bavaria'** is participating at IBC 2010 in Amsterdam.

The State of Bavaria is Germany's leading media and entertainment industry location and one of the most thriving media centers in Europe. Numerous world-class broadcast and media technology companies are located in Bavaria and its capital Munich. With over a third of all German national broadcasters, Munich is the German hub for film and TV production as well as animation technology and game development. For details please visit <http://www.invest-in-bavaria.de/en/bavarias-clusters/services-and-the-media/media/>.

**We invite you to meet our representative and media expert, Peter Englert, at IBC 2010 to learn more about how your company can profit from doing business in the German State of Bavaria. Peter Englert is available at IBC 2010 from Sept. 11<sup>th</sup> to 13<sup>th</sup>. To make an appointment or schedule a visit at your booth, please contact our office.**

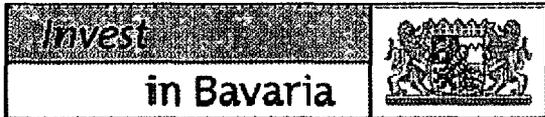
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• **Five minutes with ...**

Dr. Franz Ehrnsperger, managing director of the environmental pioneering Neumarkter Lammsbräu brewery

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• **Inside the state, inside technology**

No more dark rooms:  
SOLLEKTOR® shines a light

*Page two*

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Turning two hundred: the Oktoberfest's big birthday

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in September and October**

Where Bavaria is at home: village inns

*Page four*

**Roaring ahead: Bavaria's real estate market**



Regensburg

Bavaria's real estate market recorded a 16% rise in property sales in the first half of 2010. Quite an accomplishment – especially in a time in which many others are mired in the doldrums. sions of carbon dioxide by 2030 (as compared to 1990), Munich is the best in the world.

Here's why Bavaria's real estate market is on the rise:

**1. Because it is the strongest performing part of Germany's powerhouse economy.**

Domestic demand, investment and export successes have put Germany on course to record approximately 3% GDP growth this year – one of the strongest figures over the past two decades, and stoking demand for real estate in the process. A main engine of this growth is Bavaria, which has long led the country's states in all key indicators, and which is thus a prime beneficiary of the demand for real estate.

**2. Because Munich forms part of the real estate market.**

At the beginning of 2010, the real estate market in the state's capital was ranked as offering the "best real estate investment opportunities in Europe" – for the second year in a row – by PricewaterhouseCoopers (PwC) and the Urban Land Institute. To compile its rankings of the continent's 27 leading property markets, these organizations polled 640 international real estate investors and experts.

Why is Munich number one?

Because everyone wants to live there, causing demand in its residential real estate market to run white hot. Because everyone wants to invest and do business there, making Munich, although only Germany's third largest city, by far the country's largest and most dynamic commercial real estate market. It registered up a 5.4% rise in space let out in the first half of the year. Notwithstanding this demand, the city remains

excellence comprising much of the Upper Bavaria region, and including such towns as Starnberg, Freising, Rosenheim and many more.

**3. Because Bavaria has Ingolstadt, Regensburg, Passau, Nürnberg, Bamberg, Augsburg and Würzburg** and a wealth of other small cities with powerful business bases and perennially-strong real estate markets.

**4. Because Bavaria has a large portfolio of commercial real estate.**

A major portion of it consists of generously-sized conversion sites located in Bavaria's major cities.

**Right now in Bavaria**

**EXPO REAL October 4 – 6, 2010**

Visit **Invest in Bavaria** at Europe's largest trade fair for commercial real estate: **booth C2.330**

 [www.exporeal.net](http://www.exporeal.net)

## Five minutes with ... Dr. Franz Ehrnsperger, managing director of the environmental pio- neering Neumarkter Lammsbräu brewery



Source: www.lammsbraeu.de

Neumarkter Lammsbräu is very typical of the vast majority of Bavaria's 620 breweries, in that it is very old (founded in 1628), medium-sized (output of 60,000 hectoliters of beer a year, plus other beverages) and located in a rural area (in Bavaria's ruggedly beautiful Upper Palatinate region).

And in that Neumarkter Lammsbräu is an adherent to ultra-strict beer purity (in force in Bavaria since 1516) and environmental protection codes.

Actually, it's a leader in this field. Under the stewardship of Ehrnsperger, the scion of the family that has been running the brewery since 1800, the brewery has pioneered energy saving, emissions avoidance and other environmental technologies. These feats won him in 2001 Germany's Environmental Prize, the most important and largest (in terms of endowment) in Europe. Since then, Ehrnsperger and his brewery have been the recipients of a number of other awards in this area.

### Your USP (unique selling point)?

Neumarkter Lammsbräu is the first brewery to exclusively produce, via a completely environmentally-compatible and proprietary chain, 'bio'-beverages.

### Your biggest breakthroughs?

The world's first bio-beer and first bio-soft drinks. The verifiably-healthiest alcohol-free bio-beer. The first beer without gluten that is made from barley malt.

### Your most productive source of personnel?

Our philosophy, which makes working for our company so attractive to people believing and living it.

### Your major source of funding?

We are a family-run company that believes in prudence and making provisions for the future. As such, we rely on reinvestments of our earnings, which stem from policies of sustainable development and independent operation.

## INSIDE THE STATE, INSIDE TECHNOLOGY

### No more dark rooms: SOLLEKTOR® shines a light



Source: www.bavarianoptics.de

Real sunlight everywhere in your building – no matter how far down your office is located – or how far away from a window.

Sounds like the dream of every sun-starved office worker. It is, in fact, a reality, thanks to SOLLEKTOR®. Created by a team led by Prof. Dr. Hans Poisel and Prof. Dr. Klaus Hofbeck at Nuremberg's storied Georg Simon Ohm University of Applied Sciences, the technology uses a roof-top array of 1,000 lenses and polymer optical fibers to capture sunlight and relay it to rooms.

The environmental and especially economic benefits of the SOLLEKTOR® are obvious: saving energy (up to 25% of the electricity needed to illuminate a building) and increasing motivation and output. As numerous studies have shown, staff members are more productive in sunlit environments. The commercialization of SOLLEKTOR® is now being undertaken by BavarianOptics GmbH.

## Key figures

**22.3 million hectoliters** of beer were produced by Bavaria's **620** breweries in **2009**. Large though that figure is, it doesn't include the ever more popular alcohol-free beer and malt beer. Of the state's beer production in **2009**, **15%** was exported.

 [www.bavarianbeer.com/index.php?StoryID=1](http://www.bavarianbeer.com/index.php?StoryID=1)

**21.7 million square meters** of office space makes Munich the largest commercial real estate market in Germany.

## **BIG STORY**

### **The Oktoberfest as an economic factor**

#### **Turning two hundred: the Oktoberfest's big birthday**

The world's biggest party provides its host state with a very big economic boost.

At the stroke of noon on Saturday, September 18th, the first barrel of beer will be tapped at the 2010 Oktoberfest, thus continuing a tradition that started in October 1810.

It was then that the first Oktoberfest was held. It was occasioned by a royal marriage that featured horse races, and was comprised of booths offering beer and other local specialties.

Over the following two centuries, the booths mutated into huge tents and the scattering of locals drinking beer while watching the royals get married and horses run around a track has become a 6 million + -strong legion of visitors from all around the world.

As this figure shows, the Oktoberfest is truly "the world's largest party". The fest is also an €830 million-a-year shot in the arm of the local economy, reports Munich's Office of Tourism. Of this total, €324 million – or an average of €54 per visitor – is spent at the Oktoberfest itself, with the rest going for hotels, restaurants and shopping in Munich.

But these figures, large though are, encompass only a very small part of the ways in which the Oktoberfest benefits Bavaria's economy.

#### **Bavaria-branding**

A study conducted by Germany's Central Tourism Board found that the Oktoberfest commands a 91% rate of recognition among its worldwide panel of respondents, thus vying with the Berlin Wall for being the best-known aspect of modern Germany.

The fest and its 2,000 offshoots worldwide are thus one of the very big reasons why "Bavaria" and "Munich" are so synonymous with "traditions" and "enjoyment of life" around the world – and why, accordingly, tourists flock to the state to experience both.

A large and increasing number of the tourists from elsewhere in Germany and the world combine a trip to the Oktoberfest with visits to the state's other world-class attractions: the palaces of King Ludwig II, the Alps, historic towns and much more.

#### **A showcase for Bavarian products**

The more than six million people (one fifth of them from abroad) attending the Oktoberfest each year eat, drink, wear, use and ride a selection of Bavarian products ranging from pretzels and beer, Lederhosen und Dirndl, plates and steins to the cars, trains and airplanes conveying them to, around, and from the fairgrounds. The Oktoberfest is thus a prime venue for the showcasing of the state's offerings – and thus one key "door opener" for exports.

This showcasing has itself a very long tradition, and is, in fact, responsible for the growth of the brewing industry itself. In 1871, Carl von Linde, a professor in Munich, invented the first commercially practicable way of refrigerating and thus storing and transporting beverages. This enabled brewers to expand to the national and international levels of operations. First customers for the breakthrough: local brewers. The Munich-based Linde AG is still a world leader in the field of cooling technologies.

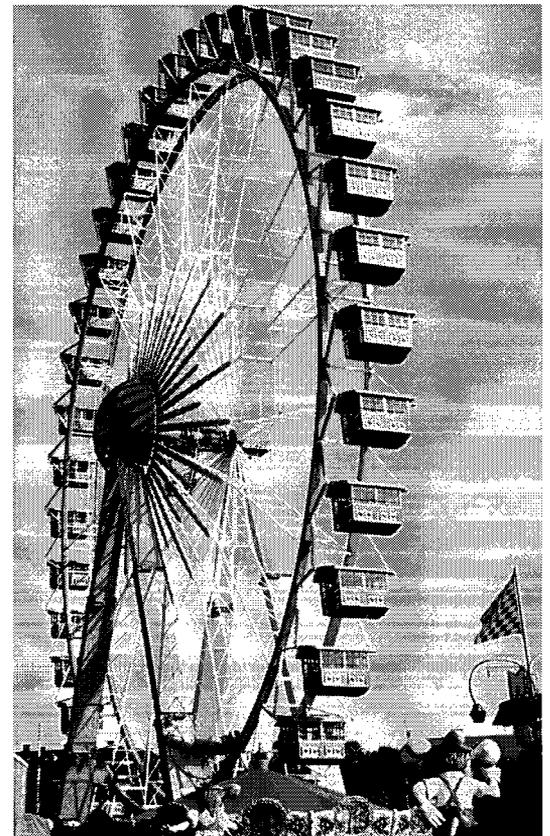
#### **A place for world business to meet**

A trip to the fest has become one of the prime incentives that international companies have to offer. Many deals and partnership are accordingly forged at beer tent tables.

 [www.youtube.com/watch?v=YBy56or9x7Y](http://www.youtube.com/watch?v=YBy56or9x7Y)  
 [www.oktoberfest.de/en](http://www.oktoberfest.de/en)

#### **The Oktoberfest - an outstanding factor for economic progress**

 [www.invest-in-bavaria.de/en/home/videofeature](http://www.invest-in-bavaria.de/en/home/videofeature)



## Bavaria in your briefcase in September and October

### Visiting Bavaria at home: its village inns

Source: www.bayerisches-staatsausstellung.de



Bavaria's village inns go by a variety of picturesque designations – "Wirtshaus", "Wirtsstube", "Wirtschaft" and "Gasthof", "Gasthaus", "Forsthaus" or "Waldschenke". They are easy to find, being generally located on the squares forming the epicenter of local life.

Including such celebrated examples as Brauerei Gasthaus Aying or Gasthaus Post in Vorderriss, the inns offer everything the world loves about Bavaria:

Its hearty cuisine, generally fashioned from locally-produced ingredients.

Its beverages, and, particularly, its beer, which is, in many cases, brewed on the premises – and quaffed in beer halls and gardens.

Its people, for whom the inns, as is the case with Britain's pubs and Italy's cafés, are the places to catch up on gossip, play cards, philosophize about the world, join in a song and generally hang out.

The inns themselves are also part of the attraction that is sending an ever-increasing number of tourists cycling, hiking or driving down guided itineraries. The inns are often time-shaped assemblages of traditional architecture and arts and crafts, and greenery.

These culinary itineraries represent the solution to a delightful problem: The sheer number of such inns.

In addition to such itineraries, a number of certificates of approval have been created to guide visitors to the best inns in Bavaria.

For further information:

 [www.bayern.by/en/culinary-routes.html](http://www.bayern.by/en/culinary-routes.html)

 [www.stmelf.bayern.de/hausw/projekte/tagungen/12732/grafik](http://www.stmelf.bayern.de/hausw/projekte/tagungen/12732/grafik)

## Your key to our state

**Invest in Bavaria is the Business Promotion Agency of the Bavarian Ministry of Economic Affairs and Bayern International GmbH.**

### Press and public relations

Dr. Johann Niggel  
Prinzregentenstr. 28  
D-80538 München  
Tel.: +49 89 24210-7500  
Fax: +49 89 24210 -7557  
[info@invest-in-bavaria.com](mailto:info@invest-in-bavaria.com)

### Business Bavaria

Coordination: Alexandra Schmidhuber  
Editor-in-Chief: Terry Swartzberg  
Technical editor and design: Konrad Bayer

## Upcoming trade fairs and events

### ... in Munich

#### EXPO REAL 2010

Trade Fair for Commercial Property and Investment  
October 4–6, 2010

 [www.exporeal.net](http://www.exporeal.net)

#### EXPOPHARM

International Pharmaceutical Trade Fair  
October 7–10, 2010

 [www.expopharm.de/expopharm/en/home.html](http://www.expopharm.de/expopharm/en/home.html)

#### eCarTech 2010

International Trade fair for Electric Mobility  
October 19–21, 2010

 [www.ecartec.eu](http://www.ecartec.eu)

#### MATERIALICA 2010

International Trade Fair for Material Applications,  
Surface Technology and Product Engineering  
October 19–21, 2010

 [www.materialica.com](http://www.materialica.com)

### ... in Nuremberg

#### iENA

International Trade Fair Ideas, Inventions,  
New Products  
October 28 – 31, 2010

 [www.fachpack.de/en/default.ashx](http://www.fachpack.de/en/default.ashx)

### ... abroad

#### Delegation trip to the Slovak Republic November 24 – 25, 2010

Headed by Katja Hessel, State Secretary in Bavaria's Ministry of Economic Affairs, Infrastructure, Technology and Transport, the delegation will visit companies in the automotive, electronics, environment, transport guidance, rail and related supply sectors.

#### For further information:

Rosi Saubert  
Bayern International  
Tel.: +49 89 660566-204  
Fax: +49 89 660566-150  
[rsaubert@bayern-international.de](mailto:rsaubert@bayern-international.de)

7



**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

NSD/CES/REGISTRATION UNIT  
 2011 JAN 31 PM 2:56  
 October 2010

Dear friends and colleagues,

Please find attached our most recent newsletter

**"Business Bavaria"**

This issue provides you with information and news about Bavaria's economy and business sectors, news on scientific research and groundbreaking developments, as well as tourist information.

You may also download this issue on our homepage:

[http://www.invest-in-bavaria.de/fileadmin/pdf/newsletter/BusinessBavaria\\_10\\_en.pdf](http://www.invest-in-bavaria.de/fileadmin/pdf/newsletter/BusinessBavaria_10_en.pdf)

If you would like specific information on Bavaria or have any questions, please don't hesitate to contact us anytime. We hope you enjoy reading "Business Bavaria".

Best regards,

Your State of Bavaria Team

**State of Bavaria United States Office - West Coast Division**

388 Market Street, Suite 1050  
 San Francisco, California 94111  
 Phone: +1 (415) 362-1001  
 Fax: +1 (415) 362-1030  
[sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
[www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

This material is circulated by the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology Office for Economic Development on behalf of the State of Bavaria, Federal Republic of Germany. Additional Information is on file with the Department of Justice, Washington, D.C.

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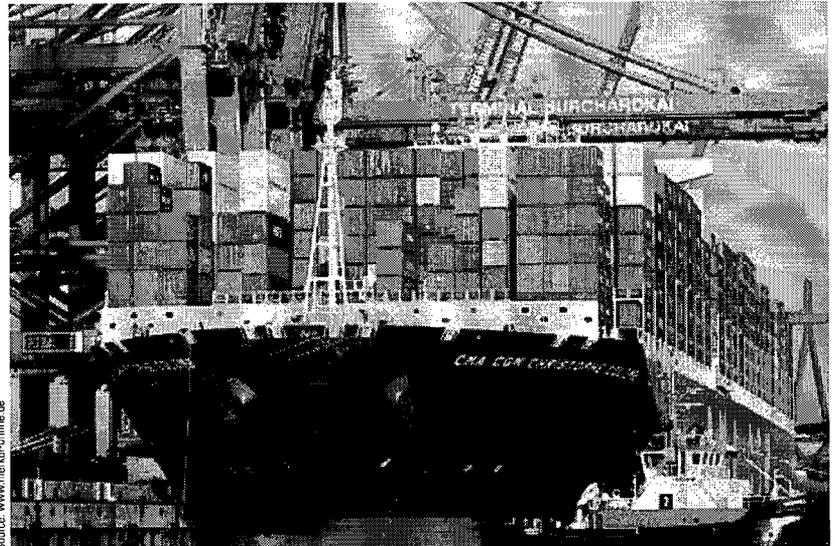
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### • Bavaria in your briefcase in autumn

Bavaria's museums: Big collections and big draws

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## What the world wants: Bavaria's products



Source: www.meinereiseonline.de

Container ship

Hot and getting even hotter: Bavaria's export surge gathered strength in the second quarter, pushing the state to a 16% rise for the first half of 2010. June itself witnessed a 27% y-on-y jump in exports – the largest single monthly rise in recent Bavarian economic history.

In a gratifying move, the hot demand for Bavarian products is issuing from all of the world's major markets. Sales to other EU member countries, which accounted for nearly 60% of the exports, rose a strong 10%. With purchases of €6.16 billion and €6.15 billion respectively, the USA and Austria remained the state's largest individual markets, closely followed by Italy (€5.37 billion) and fast-rising China (€5.36 billion).

Powering the state's export rise: the world's investing in the industrial facilities, vehicles, transport systems and components as well as substances needed to manufacture, convey and deliver high-quality products and services.

The wellspring of Bavaria's exports successes is the breadth and innovativeness of its 640,000 company-strong business community, which features a large agglomeration of entrepreneurs born outside Germany (please see the big story in this issue).

among the world's tourists: investments in infrastructure used by tourists, effective marketing of Bavaria as a tourist destination, and, most importantly, the sustained attractiveness of Bavaria for visitors from all over the world. "Bavaria is profiting from its popularity, from its excellent image, and, also, from its successes in exporting, which have been fostering international-level business travel," states Zeil.

## New representative in Russia



Fedor W. Khorokhordin

On September 1, 2010, Fedor W. Khorokhordin assumed the position of the state of Bavaria's representative in Moscow. Born in 1953, Khorokhordin has had a long and distinguished career in the Russian consular service and foreign ministry.

## Where the world's going to: Bavaria

**It's an all-time record for Bavaria – or for any state in Germany – for the first half of a year: 12.5 million tourist arrivals.**

Making 2010's record even more gratifying for the state: it was produced by the largest rise in arrivals in history. Nearly three quarters of a million more tourists visited the state during the first six months of this year than in 2009.

These rises were accompanied by corresponding increases in overnight stays, which increased 3.5% to 34.4 million – also an all-time high.

"Bavaria's tourism sector thus has the basis to turn in its best year ever," foresees Martin Zeil, Bavaria's Minister of Economic Affairs, Infrastructure, Transport and Technology. The minister has identified the factors causing the state's ever-growing popularity

## Contact

**Fedor Khorokhordin**

E-Mail: info@bayern.ru

Tel.: +7 495 2344986

State of Bavaria - Moscow Office

c/o Association of German Chambers of Industry and Commerce

Haus der Deutschen Wirtschaft

1. Kasatschi per., 7

119017 Moscow

## Five minutes with ... Dr. Masami Yabusaki, President of DoCoMo Communication Labora- tories Europe



Dr. Masami Yabusaki

### ... about our company

A 100% subsidiary of NTT DOCOMO, DOCOMO Communications Laboratories Europe GmbH (DOCOMO Euro-Labs) is celebrating its tenth birth in November 2010. The diversity of our staff – with half being German and the rest from a range of other countries – is a reflection of the high level of R & D carried out in Germany. This, in turn, was the factor leading us to select Munich as our base. This internationalism of staff is also thanks to DOCOMO's adhering to its basic principle of placing a high priority upon diversity. DOCOMO recently became the major shareholder in a provider of Internet services in Germany. In order to extend the provision of our value added services from Japan to Germany and to the rest of Europe, we are pursuing the development of innovative technologies.

### ... about what convinced us to set up shop in Bavaria

Bavaria has a large number of joint venture companies, software developers and engineers – and of universities and research centers. The state also has a large-sized community of network infrastructure manufacturers. These factors joined with Bavaria's central location in Europe and very good transport infrastructure in making the case for the state.

### ... about the support we received from the state of Bavaria's office in Japan

The office compiled and elucidated a very extensive and detailed briefing on Bavaria for us in the pre-selection phase. The office facilitated the founding of our company by putting together and proposing a selection of suitable office spaces. The office in cooperation with Invest in Bavaria also provided us with valuable assistance in the operational phase. It helped us find apartments for staff members seconded from Japan. It also expedited processes of securing work and residency visas, provided a range of briefings about living and working in Munich, and helped us find legal representation.

### ... doing business and living in Bavaria from a Japanese point of view

Operating conditions are highly advantageous in Bavaria. Telecommunication vendors are highly cooperative. The tendering of public sector and Germany-wide projects is well organized. The working relationships that we maintain with universities have enabled us to secure the services of "pre-docs" and to enter into contracts securing the results of research.

Living in Bavaria means enjoying the good wine, cheese and bread here. One difficulty is getting fresh fish and the kind of rice that we like. These are essentials of life for the Japanese.

## INSIDE THE STATE

### Japan and Bavaria: a longstanding partnership moves into high gear

Christian Geltinger, longtime Asia hand and the state of Bavaria's representative in Japan, has good news to report: "A recent survey found that 36% of the more than 230 Japanese companies in Bavaria plan on increasing the size and scope of their operations in the state, with another 60% intending to maintain these facilities at their present level."

Since these 230 include many of Japan's largest and most innovative companies – Toshiba, Panasonic, Hitachi and NTT DoCoMo, to name but a very few – and since their production, R & D, logistic and distribution operations in Bavaria are already very large, this is indeed good news.

One of the newest Japanese arrivals to the state: the Osaka-based Patlite Corporation, a leading manufacturing of visual and audible warning devices. Patlite set up in April 2010 its headquarters for Europe in the northern Munich suburb of Hallbergmoos.

A large number of factors are keeping Japanese companies going to and growing in the state, points out Geltinger.

"There are our traditional strengths: Bavaria is located in the heart of Europe. Being based in the state gives you immediate access to major customers. The state's infrastructure is world-class. There is an ample supply of highly qualified personnel. The more than 6,000 Japanese living in Bavaria have everything they need to be at home there: a Japanese school, Japanese kindergartens and sushi restaurants, and the like."

"It has never been easier to get to Bavaria from Japan – and vice-versa, thanks to such new connections as between Munich and Narita on All Nippon Airways," he concludes.

But these factors alone do not explain Japanese companies' ever-greater interest in investing in and doing business with the state. "An interesting case study of Japanese-Bavarian business relationships is provided by communications giant NTT DoCoMo, which operates its European Research & Development center in Munich. Its partners are TUM, Munich's university of technology and one of the top-ranked in the world, and, in addition, the Munich-based University of the Federal Armed Forces, an expert in long-distance communication."

"As this example shows, Japanese companies, like their counterparts around the world, want to set up close – also in the physical sense of the word – working relationships with our state's important research centers and companies. And since these cover all major areas of technology, and especially those in such fast-emerging areas as renewable energy and the nanotechnologies, I think we can be very confident about the future," Geltinger concludes.

Such business ties will be promoted by the delegation headed by Martin Zeil, Bavaria's Minister of Economic Affairs, Infrastructure, Transport and Technology, which will visit Japan in November.

## Japan in Bayern

Invest in Bavaria is presenting the information portal Japan in Bayern for the Japanese community in Bavaria. The portal provides comprehensive information on relations between Bavaria and Japan: covering not only on economic facts and figures, but also the cultural side. Visitors to the site can therefore gain an insight into the many town twinning schemes between Japan and Bavaria or find contacts with service providers in Bavaria that specialise in inquiries from Japanese customers.

## BIG STORY

### Bavaria: base for international high-tech founders

MorphoSys is a leader in creating human antibodies for use in the development of advanced medicines.

F&K Delvotec has created wire-bonding systems greatly increasing the quality and capacities of electronic and microelectronic components.

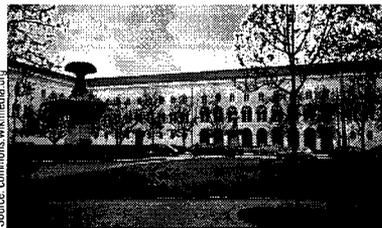
UltraFast Innovations custom-builds piece parts giving lasers and X-ray systems unexcelled speeds and thus ranges of operation.

Attocube Systems's scanning probe microscopes and ultra-compact positioning devices are the tools driving the development of the nano-technologies.

In addition to forming the cutting-edge of their fields, these young high-tech companies have two other key things in common with each other – and with a large and ever-growing number of counterparts. They are located in Bavaria. They were founded or are being run by renowned scientists who have immigrated to the state: MorphoSys by Simon Moroney (New Zealand); F&K Delvotec by Farhad Farassat (Iran); UltraFast Innovations by Ferenc Krausz (Hungary); and attocube systems by Khaled Karrai (Tunisia/France).

The question arises: why does Bavaria's high-tech community feature such a large agglomeration of foreign entrepreneurs? Two main reasons.

#### Bavaria has highly-regarded universities and research facilities



LMU Munich

The quality of instruction and research offered and conducted at the Bavarian state's institutions of higher education attract the brightest professors and students to them. Key fact: some 10% of the 200,000 students enrolled at these institutions are from outside Germany.



Farhad Farassat

One of these foreign students was Farhad Farassat, who received in 1973 a degree in industrial engineering from Munich's Technische Universität (TUM), one of the two universities in Munich to be ranked among the world's 100 best. Farassat went on work for the Munich-based company of which he is now the CEO.



Ferenc Krausz

Born in Hungary, Ferenc Krausz is a prime example of the bright professors flocking to Bavaria. His mastery of the emerging and ultra-short femtosecond (one millionth of one billionth of a second) and attosecond (one thousandth times shorter) areas of laser bursts led to his being named a director in 2003 at Garching near Munich's renowned Max Planck Institute for Quantum Optics, and his being named in 2004 a professor for Experimental Physics at the other world-class university in Munich - Ludwig-Maximilians University (LMU). Krausz has presided over the commercialization of his research, which has taken the form of the founding of UltraFast Innovations, which is headed and staffed by members of its research group.



Khaled Karrai

Another case-in-point: Khaled Karrai, who moved in 1993 from the USA to Munich to take up a Humboldt research fellowship at the TUM. He went on to become a professor of experimental physics at the LMU. In 2007, he left his position to become CTO (chief technology officer) of attocube systems, which he and his research group had founded. In 2008, Karrai and his company were awarded Germany's Prize for Entrepreneurs, considered to be the most important start-up award in the country. Karrai now also heads a research group forming part of the Chair of Solid Materials Physics at TUM.

**Bavaria offers business persons and their businesses everything they need to flourish, including access to advanced technologies, high-quality suppliers and potent customers.**

Such factors led to the founding in 1992 of MorphoSys, which set itself up in the southern Munich suburb of Martinsried, part of one of Europe's life sciences clusters. Prior to co-founding MorphoSys, for which he serves as chairman of its executive board, Simon Moroney had been a professor at the University of Cambridge.

#### Key figure

**850** is the number of American-owned companies in Bavaria. The American business community is thus the largest among the foreign ones in the state.

## Bavaria in your briefcase in autumn

### Bavaria's museums: big collections and big draws

More than 20 million people visit Bavaria's museums each year. That's a very big number. There are several reasons for it.

### Bavaria has a lot of museums

1,250 – more than any other state in Germany.

### A number of these museums are among the most famous in the world

Visited by more than 1.5 million people a year, Munich's *Deutsches Museum* vies with Washington's Smithsonian facilities for being the world's most popular museum of technology.

Munich's three *Pinakotheks (Old, New and Modern)* form a contiguous collection splendidly covering every major era of painting, from the pre-Renaissance to Pop and Photorealism, and presenting all of their major proponents. Well-represented are such artists as Rembrandt, van Gogh, Picasso and others.

### Bavaria has exciting new museums



Brandhorst Museum

Prime among them: Munich's *Brandhorst Museum*, which opened in May 2009. Its formidable collection of modern art attracted some 345,000 people during its first year.

The Brandhorst Museum joins Nuremberg's New Museum (itself with a major collection of design) in sharing another visitor-pleasing attribute: striking architecture.

[www.veoh.com/browse/videos/category/animation/watch/v18538532KgZTySwX](http://www.veoh.com/browse/videos/category/animation/watch/v18538532KgZTySwX)

### Bavaria's museums: a wide range of topics

Bavaria is a place full of interesting people such as King Ludwig II, playwright Bertolt Brecht, and the players of the FC Bayern football team, products like beer, BMWs, Hummel figurines, steam-age locomotives and places – the Bavarian Forest, the Alps, and the Roman Limes fortified walls.

All of these are commemorated and presented in museums dedicated to them. These people, products and places are part of another museum-worthy attribute:

### Bavaria has a long and very interesting history

Prime exhibitions of two millennia of Bavarian life and times are contained in Munich's *Bavarian National Museum* and Nuremberg's *Germanisches Nationalmuseum* ("Germanic National Museum").

## Your key to our state

**Invest in Bavaria - The Business Promotion Agency of the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology and Bayern International**

### Press and public relations

Dr. Johann Niggel  
Prinzregentenstr. 28  
D-80538 München  
Tel.: +49 89 24210-7500  
Fax: +49 89 24210-7557  
info@invest-in-bavaria.com

### Business Bavaria

Coordination: Alexandra Schmidhuber  
Editor-in-Chief: Terry Swartzberg  
Design: www.treib-stoff.com

## Upcoming trade fairs and events

### ... in Munich

#### eCarTech 2010

2<sup>nd</sup> International Trade Fair for Electric Mobility  
October 19 – 21, 2010

[www.ecartec.eu](http://www.ecartec.eu)

#### FOOD & LIFE

November 24 – 28, 2010

Where gourmets meet

[www.food-life.de](http://www.food-life.de)

#### MATERIALICA 2010

13<sup>th</sup> International Trade Fair for Materials Application, Surface Technology and Product Engineering  
October 19 – 21, 2010

[www.materialica.com](http://www.materialica.com)

### ... in Nuremberg

#### IENA

International Trade Fair - Ideas, Inventions,  
New Products

October 28 – 31, 2010

[www.iena.de/en/home.html](http://www.iena.de/en/home.html)

#### SPS/IPC/DRIVES

Electric Automation - Systems & Components

November 23 – 25, 2010

[www.mesago.de/en/SPS/home.htm](http://www.mesago.de/en/SPS/home.htm)

### ... abroad

#### Delegation trip to Japan

November 13 – 20, 2010

Headed by Martin Zeil, Bavaria's Minister of Economic Affairs, Infrastructure, Technology and Infrastructure, the delegation will visit Tokyo and the Kansai region: Osaka, Kobe and Kyoto. The delegation will be comprised of CEOs and managing directors of companies in the areas of automotive (and especially E-mobility), mechatronics, automation, materials engineering and nanotechnologies.

#### For further information:

Sarah Morgenstern  
Bayern International  
Tel.: +49 89 66 05 66-200  
Fax: +49 89 66 05 66-150

[smorgenstern@bavaria-international.de](mailto:smorgenstern@bavaria-international.de)



8.

<i>Invest</i>
in Bavaria

**State of Bavaria**  
 United States Office for Economic Development /  
 West Coast Division

November 9, 2010

**Solar Power International 2010**

Dear Madam/Sir,

We hope your participation at this year's Solar Power Int'l was successful.

In Bavaria, energy technology is an important economic factor with more than 100,000 employees and approx. 450 companies. Bavarian enterprises and research institutes are major players at national as well as international levels and energy technology companies worldwide choose Bavaria for their international expansion projects.

The Bavarian Government is especially focused on solar energy production, so it is no big surprise that the energy produced by photovoltaics compared with the total amount of energy produced in Bavaria has increased from 0.3 % up to more than 2.0 % during the last 6 years.

*Invest in Bavaria*, the business development and location marketing division of the Bavarian State Department of Economic Affairs is your partner for overseas business development projects. In cooperation with *Invest in Bavaria*, the State of Bavaria West Coast Office in San Francisco offers individual assistance and establishes contacts with key partners and networks in Bavaria. Our services are free of charge, confidential and without obligation.

Please do not hesitate to contact the State of Bavaria US West Coast Office in San Francisco with any questions or concerns. We look forward to discussing your expansion objectives in Europe.

Best regards,

Lucie E. Merkle  
 Executive Director

388 Market Street, Suite 1050  
 San Francisco, CA 94111  
 Phone: +1.415.362.1001, Fax: +1.415.362.1030

NSD/CES/REGISTRATION UNIT  
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This material is circulated by the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology Office for Economic Development on behalf of the State of Bavaria, Federal Republic of Germany. Additional Information is on file with the Department of Justice, Washington, D.C.

Email: [sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
Internet: [www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

**Reinhold Schilling**

**From:** San Francisco [sanfrancisco@bavaria.org]  
**Sent:** Tuesday, November 09, 2010 3:38 PM  
**Subject:** Solar Power International 2010  
**Attachments:** image001.jpg; image003.png



**State of Bavaria**  
 United States Office for Economic Development /  
 West Coast Division

November 9, 2010

**Solar Power International 2010**

Dear Madam/Sir,

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Best regards,

Lucie E. Merkle  
 Executive Director

388 Market Street, Suite 1050  
 San Francisco, CA 94111  
 Phone: +1.415.362.1001, Fax: +1.415.362.1030  
 Email: [sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
 Internet: [www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

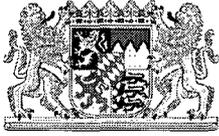
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12/1/2010

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**Dorothea Moch**

**From:** San Francisco [sanfrancisco@bavaria.org]  
**Sent:** Wednesday, November 10, 2010 1:59 PM  
**To:** 'stephengc@youbloom.com'  
**Subject:** Digital Hollywood Fall 2010  
**Attachments:** Newsletter Bavaria.pdf; Media Guide Bavaria.pdf



**State of Bavaria**  
United States Office for Economic Development /  
West Coast Division

HSD/CES/REGISTRATION UNIT  
2011 JAN 31 PM 2:57

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**DIGITAL HOLLYWOOD FALL 2010**

Dear Mr. Coates,

We hope your participation at Digital Hollywood Fall 2010 in Santa Monica was a great success. We like to thank you for visiting our booth.

Bavaria is Germany's leading media and entertainment industry location and one of the most thriving media centers in Europe. No other region in Germany or Central Europe offers such an unparalleled concentration and diversity of the industry than Bavaria. It is home to more than a third of all German national broadcasters, the country's largest cable and pay-TV operators and the leading commercial TV broadcaster. Numerous world-class broadcast and media technology companies are located in Bavaria and its capital Munich is the German hub for film and TV production as well as animation technology and game development.

The State of Bavaria U.S. West Coast Office in San Francisco is your partner for overseas business development and location projects. We offer individual assistance, help in finding your business location and can establish contacts with key partners in Bavaria, Germany.

In case you have any questions or require more information, please do not hesitate to contact the State of Bavaria U.S. West Coast Office.

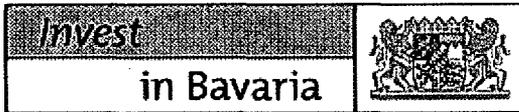
Please find attached our most recent newsletter and the "Media Guide 2011".

Best regards,

Dr. Lucie E. Merkle  
Executive Director

388 Market Street, Suite 1050  
San Francisco, CA 94111  
Phone: +1.415.362.1001, Fax: +1.415.362.1030  
Email: [sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
Internet: [www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

10.



**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

November 24, 2010  
 2011 JAN 31 PM 2:57  
 NSD/SES/REGISTRATION UNIT

Dear friends and colleagues,

Please find attached our most recent newsletter

**“Business Bavaria”**

This issue provides you with information and news about Bavaria’s economy and business sectors, news on scientific research and groundbreaking developments, as well as tourist information.

You may also download this issue on our homepage:

[http://www.invest-in-bavaria.de/fileadmin/pdf/newslatter/BusinessBavaria\\_11\\_en.pdf](http://www.invest-in-bavaria.de/fileadmin/pdf/newslatter/BusinessBavaria_11_en.pdf)

If you would like specific information on Bavaria or have any questions, please don’t hesitate to contact us anytime. We hope you enjoy reading “Business Bavaria” .

Best regards,

Your State of Bavaria Team

**State of Bavaria United States Office - West Coast Division**  
 388 Market Street, Suite 1050  
 San Francisco, California 94111  
 Phone: +1 (415) 362-1001  
 Fax: +1 (415) 362-1030  
[sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)  
[www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

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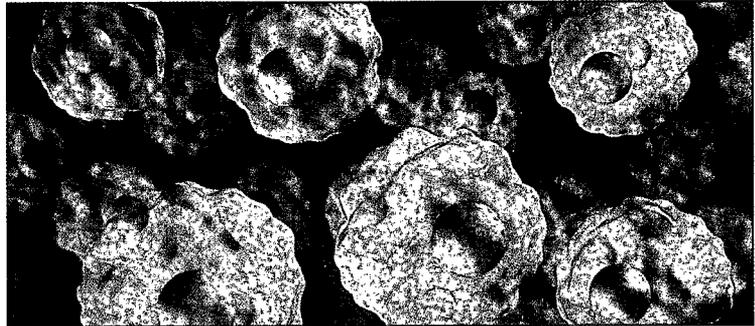
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What's inside

- **Five minutes with ...**  
Wolfgang Wurst, Director of the Institute for Developmental Genetics at the Helmholtz Center Munich/German Research Center for Environmental Health  
*Page 2*
- **Inside the state, inside technology**  
Showing the way for the life sciences: prize-winning research consortia in Bavaria  
*Page 2*
- **Big story: Research on life sciences**  
Ulrich Hartl: the master un-puzzler of proteins  
*Page 3*
- **Bavaria in your briefcase**  
Light the candles, warm the Yuletide punch: It's time for Bavaria's Christmas markets  
*Page 4*

Interrelatedness triggers innovation and investment in Bavaria's life science communities



It was perhaps the most exciting two weeks in the history of Bavarian life sciences.

On September 3, 2010, in a sign of the close business relationships between Switzerland and Bavaria, Roche commissioned its €136 million Diagnostic Operations Complex. The complex is located in the southern Bavarian town of Penzberg, in which the Swiss pharmaceuticals giant already maintains its largest facility in Europe and its most comprehensive one in the world – most comprehensive in that it is the only facility in which both of the company's divisions – pharmaceuticals and diagnostics – conduct research, development and production operations.

Eleven days later, the € 135 million (Free State Bavaria's total volume of investment) **Operations Center** at Munich's Großhadern Clinic celebrated its topping-out. When completed in 2012, the complex **will be the largest in Europe**, featuring 32 operating rooms, 70 beds in intensive care and other facilities. The size is commensurate with that of the hospital complex of which it forms part. Großhadern is one of Europe's major research hospitals.

Two days later was the topping-out of **BioPark III** in Regensburg. The building of the 18,000 square meter-large annex – the second – to the 11 year-old BioPark incubation center was necessitated by the strong growth of the eastern Bavarian city's biotech community, in which such fast-rising young champions as Antisense and Geneart pre-dominate.

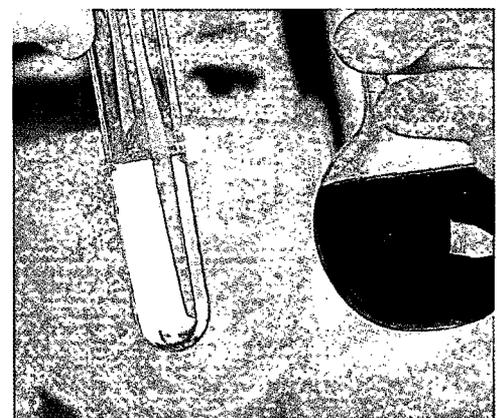
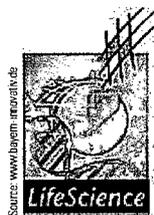
That three major investments came on the heels of each other is anything but a coincidence. In fact, they were triggered by each other.

Unleashing the wave of investment is the across-the-board strength of Bavaria's life science sector, in which highly-productive and world-renowned centers of basic and applied research yield the technological breakthroughs commercialized by center spin-offs and other start-ups located in such budding communities as Regensburg.

These young companies, in turn, very often sustain their growth by entering into relationships of licensing, development and commissioned production with global players as Roche, Novartis, Amgen, GlaxoSmithKline, Bavarian Nordic and other Bavaria-based life science giants. As the example of Roche shows, these flock to Bavaria to exploit the potentials of such technologies.

The forging of these working relationships is facilitated by such cluster-building initiatives as the Network Life Science. The Network, in turn, has set up the Life Science Cooperation Market matchmaking platform. The responsibility for interlinking life sciences research institutions and companies has also been entrusted to the Bavarian Biotechnology and Medical Technologies clusters.

Also playing a major role in such bridge-buildings are the consortia conducting research into the life sciences under the aegis of Bavaria's Allianz for Research.



## Five minutes with ... Wolfgang Wurst, Director of the Institute for Developmental Genetics at the Helmholtz Center Munich/German Research Center for Environmental Health



Prof. Wolfgang Wurst

Prof. Wurst is coordinating the research being undertaken by EU-COMMTOOLS, the world's most ambitious genetic project. Its objective is to "knock out" – one by one – every single one of the 20,000 genes possessed by mice, in order to determine the sources of Alzheimer's, cancer and other grave afflictions.

**Your network has by now "turned off" approximately 15,000 genes – more than three times more than previously accomplished in the 20 years of this technology worldwide. When will you complete the project and what have you learned?**

Wurst: We will finish this project within the next 4 years. After that, mutant mouse embryonic stem (ES) cells will be accessible – via a mouse click – for every gene!!

**Your project is not only the largest in history, it is also the first that is rigorously systematic in approach. What benefits will the world of life sciences reap from your approach?**

Wurst: Genome sequencing enabled us to read the letters of life but not to understand what they were spelling. This approach will allow us to systematically annotate the function of each gene possessed by a living organism, and to do such in a relatively short period of time. The approach will yield a resource constituting the foundation of the determination of the function of each gene under conditions of health and disease.

## INSIDE THE STATE, INSIDE TECHNOLOGY Prize-winning research consortia in Bavaria: m<sup>4</sup> and Medical Valley are showing the way for the life sciences



Take note of the names of these Munich and Nuremberg-based research consortia. Because their projects promise to shape the course of development of the life sciences as a whole.

It was this potential – along with the proven performance of their members – that placed the consortia among the winners of the German government's January 2010 "top clusters" competition and of the millions of funding that went along with the top nods.

Since each person is unique, each patient is too. Derived from the interplay of the person's genes, exposure to environmental influences and habits, this uniqueness requires the "personalization" of the medications treating his or her ailments.

The objective of m<sup>4</sup> is employing biomarkers to create such personalized medications. To that end, the more than 100 consortia members – which include Munich's major life sciences research institutes and companies – are undertaking 38 projects. Coordinated by BioM Biotech Cluster Development GmbH, the projects will make use of the consortia's newly-founded institutions:

- m<sup>4</sup> Academy of life sciences training
- m<sup>4</sup> Trial-Center of integrated clinical studies
- m<sup>4</sup> Biobank Alliance, in which biomarkers will be assembled, tested and deployed
- m<sup>4</sup> Scouting & Incubation, whose responsibility will be to facilitate the starting-up of companies with promising portfolios of medications

This ambitious brief will be funded by a nearly €100 million war chest, with two fifths of that coming from Germany's federal ministry of education and research (the stager of the competition), and the rest from matching state and business funds.

"EMN" stands for "European Metropolitan Region Nuremberg". Replace "metropolitan" with "medical technologies" and you have one of the strengths of the economy of this central Bavarian urban agglomeration. Headed by Siemens and featuring a clutch of prize-winning start-ups, greater Nuremberg's medtech community is one of the continent's pacemakers in the areas of image-based diagnostics, intelligent sensors and ophthalmology.

Coming up with further advances in this area is the objective of the community's "Center of excellence for medical technologies" network, which is now undertaking 43 projects in the above areas, and whose funding has the nearly the same dimensions and mix as that of its counterpart in Munich.



## BIG STORY: Research on life sciences



Prof. Dr. Hartl

### Ulrich Hartl: the master un-puzzler of proteins

Mind-boggling puzzling, but vitally important. That's how proteins were regarded until Ulrich Hartl came along.

The "puzzling" stemmed from the sheer minuteness, number and variety of proteins, and from their complicated processes of creation and maintenance.



There are one hundred trillion cells in the human body. Tiny though the cells are, each of them has thousands of proteins. Each of these proteins follows in an intricate and unique blueprint in folding and maintaining itself into an ultra-complex 3D form. Since each protein is comprised of its own particular chain of 100 to 500 amino acids (of which there are 20 themselves!), there are hundreds of thousands of possible structures.

The "vitally important": should the protein not achieve or maintain this form, it will clump together with others into toxic aggregates – or will be broken down into intracellular debris. And it won't do its job of relaying signals, of retaining the cell's shape or catalyzing chemical reactions.

These clumps and debris give rise to the cellular malfunctions leading to such dread neurodegenerative diseases as Parkinson and Alzheimer's. They are also the cause of aging.

Enter Hartl, who was born in 1957 and who, after having held several chairs of biomedical research in the United States, has headed since 1997 the Department of Cellular Biology at the renowned Max Planck Institute for Biochemistry in Martinsried, a southern suburb of Munich.

During his 25 years of research, Hartl has delineated the key role played by "chaperones" in the birth and functioning of proteins. The chaperones are themselves proteins. Sometimes working in teams and in relays, the chaperones 'guide' other proteins through the process of creation and folding.

If the chaperones do their job properly, you stay healthy. As Hartl found out, whether or not they do so is partially determined by your having an adequate number of them.

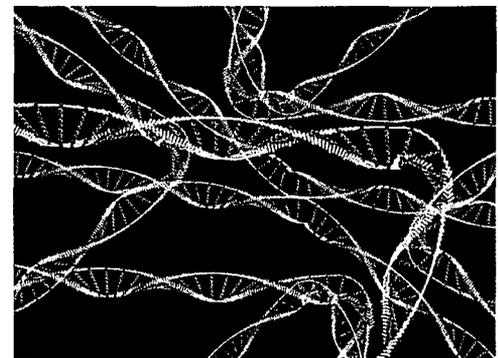
So these grave afflictions are simply the result of a lack of chaperones?

"It's a major factor, along with genetic predisposition and, of course, environmental influences. By the same token, a very promising approach to preventing these afflictions is by increasing the number of chaperones. And that's done by subjecting cells to moderate forms of stress, through heat, exertion and substances," Hartl points out.

For his discovery, Hartl has received no less than 19 major scientific awards – among them 2008's Louisa Gross Horwitz Prize, which is often a precursor for a Nobel Prize.

As Hartl repeatedly stresses, his discoveries have ensued from close working relationships maintained with other accomplished researchers. Prime among them: his wife Manajit Hayer-Hartl, herself a renowned biochemist and a head of a research group at the Max Planck Institute.

Hayer-Hartl and her team are following up on an equally momentous breakthrough: the synthesis of Rubisco, the protein behind photosynthesis. Such this process produces oxygen and organic matter, it is responsible for sustaining life on this planet.



### Key figures

**Nine** regions (Bayreuth, Erlangen, Freising, Martinsried, Munich, Nuremberg, Ratisbon, Straubing, Würzburg) with a total of **165 small and medium-sized biotech**s, plus **31 subsidiaries and offices** of multinational biotech, **60 commissioned research organizations (CROs)**, **35 pharmaceutical companies** and **30 biotech-based industrial suppliers** and service providers – that was the bottom line on Bavaria's life sciences community in **2009**. These companies employed **22,800 people**, with the state's life sciences research institutes having a staff of more than **10,000**.

**More than ten million** passengers were processed by Munich Airport in the third quarter of **2010**. It was thus the best quarter in the airport's history. Other records: best month (September, with nearly **3.5 million passengers**) and day (**September 24th**, with nearly **129,000 passengers**). This rise is largely stemming from the business travel segment. It, in turn, is profiting from the boom gripping the state's economy.

## Bavaria in your briefcase

### Light the candles, warm the Yuletide punch: It's time for Bavaria's Christmas markets

The Oktoberfest is barely over, and already the world's tourists are planning their next trip to one of Bavaria's world-class draws: the state's Christmas markets.

When it comes to stands offering everything from Lebkuchen, candy-glazed apples and mulled wine to hand-crafted Santas and wooden toys, all grouped around a majestic Christmas tree, and all thronged with red-cheeked visitors, no one does it better than Bavaria.



And no one does it bigger and more wonderfully than Nuremberg. Running from November 26 to Christmas Eve, its Christkindlesmarkt and its 184 stands attracted 2.3 million visitors in 2009. In addition to munching, sipping and shopping, the

visitors come to partake of the fine cultural and folkloric fare offered in the market, which occupies the city's main square, and in surrounding areas in the medieval heart of Nuremberg.

Not to be outdone, Munich offers no less than 12 Christmas markets, each with its own flair and specialties. Marienplatz and its Neo-Gothic Rathaus (City Hall) form provide a wonderful setting for the bustle on the square. A few hundred meters to the north is the medieval Christmas market. It is situated, appropriately enough, in Munich's Residenz – the city's "downtown" royal palace. Other favorites: the fest of artists and artisans in Schwabing, the market grouped around the Chinese pagoda in the English Garden, and the neighborhood gatherings in Haidhausen and Neuhausen.

Equally wonderful and wondrous markets are to be found in all of Bavaria's cities, from Augsburg, Regensburg and Würzburg to Passau, Bayreuth and Kempten. But for many residents and visitors, the most unmistakably Bavarian Christmas fests and pageants are those in the state's villages. Prime among them: the "Bavarian Forest Christmas" staged in the Open Air Museum in Finsterau. The village is located in the Forest and on Bavaria's border to the Czech Republic.

The holiday season is also time for Chanukah, the Jewish festival of light and liberation. This year's Chanukah will be held from December 1 – 9. The lighting of the candles will be undertaken on Munich's downtown Jakobsplatz (home to the city's main synagogue and Jewish Community Center and Museum) on December 2.

-  [www.youtube.com/watch?v=wXKa0DGdIYQ](http://www.youtube.com/watch?v=wXKa0DGdIYQ)
-  [www.muenchen.de/Rathaus/tourist\\_office/veranst/christkind/88127/index.html](http://www.muenchen.de/Rathaus/tourist_office/veranst/christkind/88127/index.html)
-  [www.christkindlesmarkt.de/english](http://www.christkindlesmarkt.de/english)

## Your key to our state

**Invest in Bavaria – The Business Promotion Agency of the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology and Bayern International**

### Press and public relations

Dr. Johann Niggel  
Prinzregentenstr. 28  
D-80538 München  
Tel.: +49 89 24210-7500  
Fax: +49 89 24210-7557  
info@invest-in-bavaria.com

### Business Bavaria

Coordination: Alexandra Schmidhuber  
Editor-in-Chief: Terry Swartzberg  
Design: www.treib-stoff.com

## Upcoming trade fairs and events

### ... in Munich

#### FOOD & LIFE

Where gourmets meet  
November 24 -28, 2010  
 [www.food-life.de/en](http://www.food-life.de/en)

#### Heim + Handwerk

Building, Furnishing, Living  
November 24 -28, 2010  
 [www.heim-handwerk.de/en](http://www.heim-handwerk.de/en)

### ... in Nuremberg

#### SPS/IPC/DRIVES 2010

Electric Automation - Systems and Components  
November 23 – 25, 2010  
 [www.mesago.de/en/SPS/home.htm](http://www.mesago.de/en/SPS/home.htm)

### ... abroad

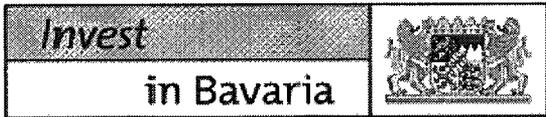
#### Switzerland

#### December 2 – 3, 2010

Led by Martin Zeil, Bavaria's Minister of Economic Affairs, Infrastructure, Technology and Transport, the trip will forge links to the Swiss automotive, mechatronic, electronics, industrial engineering and chemical industries.

#### For further information:

Sarah Morgenstern  
Bayern International  
Tel.: +49 89 66 05 66-200  
Fax: +49 89 66 05 66-150  
smorgenstern@bayern-international.de



**State of Bavaria**  
**U.S. Office for Economic Development**  
**West Coast Division**

July 07, 2010

**Invitation – Executive Business Forum**

On the occasion of Intersolar North America 2010 in San Francisco, we would like to invite you to

**Forum: Solar Energy from Bavaria**  
**Thursday, July 15th, 2010,**  
**10.30 am – 1 pm**  
**Moscone West Convention Center, German Pavilion**

Bavaria is one of the top locations in Germany and world-wide for developing and manufacturing sustainable energy technologies.

The Forum offers the opportunity to learn more about energy technologies in Bavaria and to network with industry experts and company representatives from Bavaria.

NSD/CES/REGISTRATION UNIT  
 2011 JAN 31 PM 2:56

**Please RSVP by Tuesday 13th, 2010**  
**Tel: +1 415 362 1001**  
**Email: [sanfrancisco@bavaria.org](mailto:sanfrancisco@bavaria.org)**

For details on the program please see the attached invitation.

We look forward to seeing you at the Forum.

Best regards,

The State of Bavaria West Coast Team

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**State of Bavaria United States Office - West Coast Division**

388 Market Street, Suite 1050  
San Francisco, California 94111  
Phone: +1 (415) 362-1001  
Fax: +1 (415) 362-1030  
sanfrancisco@bavaria.org  
[www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

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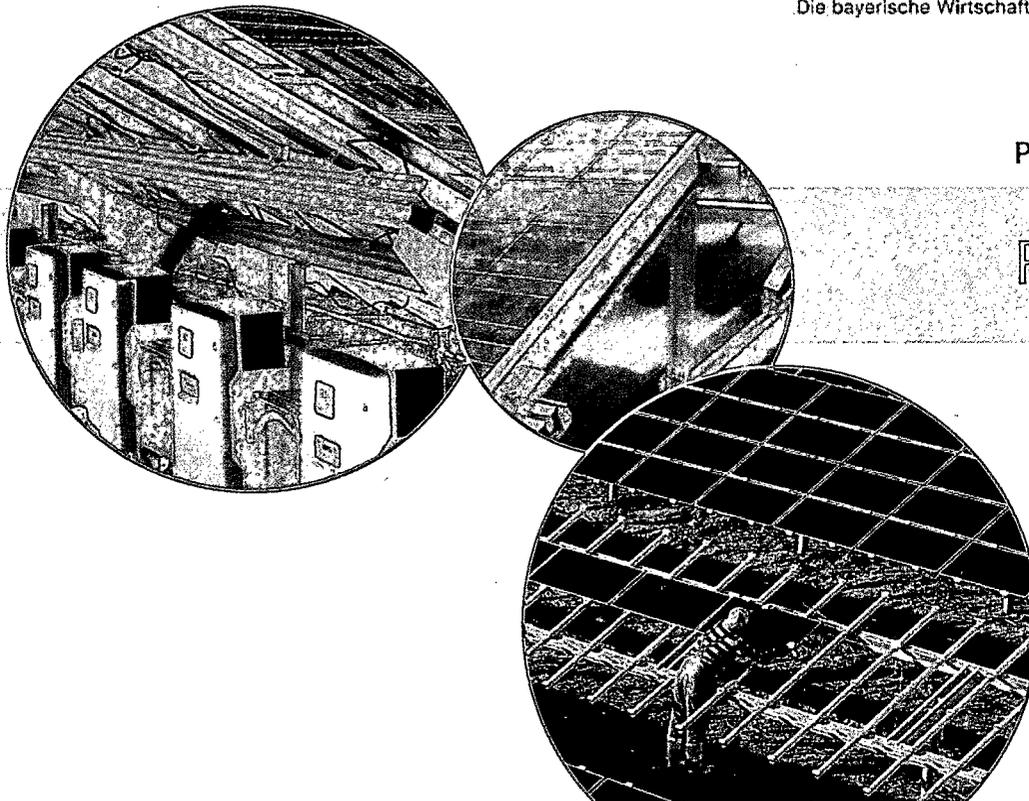
**BAYERN  INTERNATIONAL**  
Competence for International Business

**Cluster  Energy technology**

Personal invitation

## Forum: Solar Energy from Bavaria

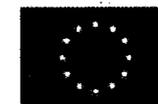
Intersolar North America, San Francisco  
Moscone West Convention Center  
Level 1, Booth 7623  
July 15th, 2010



## Program, July 15, 2010

- 10:30 – 10:40 **Welcome Address**  
**Dr. Lucie Merkle**  
State of Bavaria United States Office for Economic Development/West Coast Division, San Francisco
- 10:40 – 11:00 **The Bavarian Energy Cluster – Key Element for Innovation**  
**Constantin Schirmer/Dr. Robert Bartl**  
Bayern Innovativ GmbH/Cluster Energy Technology, Nürnberg, Germany
- 11:00 – 11:20 **Thin solar glass for large scale production**  
**Dr. Andrew Richardson**  
Linde Inc., New Jersey
- 11:20 – 11:40 **How high quality polysilicon is contributing to PV total cost reduction**  
**Dr. Thorsten Heyen**  
Wacker, Burghausen, Germany
- 11:40 – 12:00 **Silicon solar combi module for electricity and heating**  
**Willy Bihler**  
Solarzentrum Allgäu, Biessenhofen, Germany
- 12:00 – 12:20 **High quality and highly efficient BIPV-systems**  
**Armin Fink**  
Fath Solar GmbH, Spalt, Germany
- 12:20 – 12:40 **Mounting systems for solar power plants**  
**Sven Künzel**  
Schletter Inc., Kirchdorf/Haag, Germany
- 12:40 – 13:00 **Planning, building and financing of photovoltaic power plants**  
**Dr. Stefan Parhofer**  
Gehrlacher Solar AG, Neustadt/Coburg, Germany
- 
- 13:00 **Networking at the German Pavillion**

  
Cluster  
Energy technology



[www.cluster-energietechnik.de](http://www.cluster-energietechnik.de)

### Contact persons:

Constantin Schirmer  
Dr. Robert Bartl  
Bayern Innovativ GmbH  
Gewerbemuseumsplatz 2  
90403 Nuremberg, Germany  
Tel.: +49 911-20671-156/223  
Fax: +49 911-20671-733  
[cluster-energietechnik@bayern-innovativ.de](mailto:cluster-energietechnik@bayern-innovativ.de)

**Brochures and materials of the Bavarian Ministry of Economic Affairs,  
Infrastructure, Transport and Technology Office for Economic  
Development for circulation and distribution purposes**

**July 1, 2010 – November 30, 2010**

**FARA LABELING**

<b>1</b>	Bavaria 70.551 km2 of opportunities (Image Brochure)
<b>2</b>	Flyer - Energy Technology Cluster – The key to sustainable development

MSD/CES/REGISTRATION UNIT  
2011 JAN 31 PM 2:57

By: Leonie Atherton  
December 21, 2010  
Office/ FARA/

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FARA 2010 Q3 & Q4					
Date of event	Event	Letters/Brochures		Emails	
		Nr.	Date sent	Nr.	Date sent
n/a	Logistic Sector Mailing			22	7/13/2010
n/a	General Intro letter			11	7/13
n/a	General Intro letter			5	7/19
9/15-17/2010	BioPharm America 2010			17	7/27
n/a	Media Mailing			3	8/6
9/10-14/2010	IBC 2010			25	8/26
10/4-6/2010	Expo Real			22	9/8
n/a	General Intro letter			11	9/13
10/13-14/2010	SATCON - Satellite Application and Content Delivery Conference & Expo			19	9/14
n/a	Biotech mailing			5	9/15
9/21-24/2010	ION-GNSS 2010			7+14	9/13 + 9/17
n/a	Newsletter 9			452	9/27
10/12-14/2010	Solar Power International 2010			6	10/6
10/15/2010	2nd Annual AmCham business Day in Atlanta, GA			50	10/6
11/15-17/2010	BioEurope 2010			5	11/1
n/a	Newsletter 12			455	12/22
n/a	Holiday Greeting Card			478	12/22
n/a	Image Brochure "70551 km2 of opportunities"	multiple	various		

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7/13 11x

**Janet Danisman**

**From:** Janet Danisman [jdanisman@bavaria.org]  
**Sent:** Tuesday, July 13, 2010 1:15 PM  
**To:** Andrew L. Baca  
**Subject:** Business Expansion Assistance - Bavaria Germany

Dear Mr. Baca:

I am writing to introduce you to the German State of Bavaria U.S. Office for Economic Development and to inquire if we may be of assistance to Abba Technologies. As a representative office of Bavaria's Ministry for Economic Affairs we provide **free of charge and confidential** assistance to American companies considering expanding to Europe.

Our services are designed to quickly connect you to the people and information you need in order to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, industry and business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view [www.bavaria.org](http://www.bavaria.org) for additional information. We will contact you in the next few days to follow-up. Thank you for your consideration and we look forward to talking with you.

With best regards,

Jan Danisman  
Director  
State of Bavaria  
U.S. Office for Economic Development  
560 Lexington Avenue, 17<sup>th</sup> Floor  
New York, NY 10022

Tel: (212) 317-0588  
Email: [jdanisman@bavaria.org](mailto:jdanisman@bavaria.org)  
Web: [www.bavaria.org](http://www.bavaria.org)

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1/12/2011

7/13

22 emails  
Logistics  
mailing

Dear <Salutation>:

I am writing to introduce you to the German State of Bavaria U.S. Office for Economic Development and to inquire if we may be of assistance to <Company>. As a representative office of Bavaria's Ministry for Economic Affairs we provide **free of charge and confidential** assistance to American companies considering expanding to Europe.

Our services are designed to quickly connect you to the people and information you need in order to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, industry and business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

**Bavaria, a hub for European logistics,  
offers huge market potential for companies like <company> because:**

- Bavaria has 8,000 manufacturing companies
- Bavaria is a successful player in the world, thriving on exports
- Bavaria's location at the crossroads between Western & Eastern Europe
- Bavaria's proximity to the developing markets in the Eastern and Central Europe
- Bavaria's state of the art infrastructure

Our track record is substantial, having helped numerous U.S. companies successfully achieve their desired objectives in Bavaria. Today 850 American companies have business locations in Germany's southern state - Bavaria.

We would be pleased to assist you in achieving your expansion or acquisition objectives in Bavaria, wherefore we will contact you this week to follow-up.

With best regards,

Jan Danisman  
Director  
State of Bavaria  
U.S. Office for Economic Development  
560 Lexington Avenue, 17<sup>th</sup> Floor  
New York, NY 10022

Tel: (212) 317-0588  
Email: [jdanism@bavaria.org](mailto:jdanism@bavaria.org)  
Web: [www.bavaria.org](http://www.bavaria.org)

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7/19 5x

**Janet Danisman**

**From:** Janet Danisman [jdanisman@bavaria.org]  
**Sent:** Monday, July 19, 2010 1:07 PM  
**To:** Joseph A. Zupan  
**Subject:** Business Expansion Assistance - Bavaria Germany

Dear Mr. Zupan:

I am writing to introduce you to the German State of Bavaria U.S. Office for Economic Development and to inquire if we may be of assistance to Zephyr Environmental Corp.. As a representative office of Bavaria's Ministry for Economic Affairs we provide **free of charge and confidential** assistance to American companies considering expanding to Europe.

Our services are designed to quickly connect you to the people and information you need in order to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, industry and business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view [www.bavaria.org](http://www.bavaria.org) for additional information. We will contact you in the next few days to follow-up. Thank you for your consideration and we look forward to talking with you.

With best regards,

Jan Danisman  
 Director  
 State of Bavaria  
 U.S. Office for Economic Development  
 560 Lexington Avenue, 17<sup>th</sup> Floor  
 New York, NY 10022

Tel: (212) 317-0588  
 Email: [jdanisman@bavaria.org](mailto:jdanisman@bavaria.org)  
 Web: [www.bavaria.org](http://www.bavaria.org)

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NSD/CES/REGISTRATION UNIT  
 2011 JAN 31 PM 2:51

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**State of Bavaria U.S. Office**

**From:** State of Bavaria U.S. Office [newyork@bavaria.org]  
**Sent:** Tuesday, July 27, 2010 3:04 PM  
**To:** [REDACTED]  
**Subject:** European Life Sciences hub - German State of Bavaria

Dear **Mr. Motnar**

The greater Munich area is **Germany's leading Biotech and venture capital location**. Our Award winning Munich Biotech Cluster has been recognized for advances in "Personalized Medicine". Over 300 Biotech/Pharma companies are in Munich and other Bavarian Biotech hotspots including the cities of Regensburg, Würzburg, Erlangen-Nuremberg, Bayreuth and Straubing.

If Paratek considering a presence in continental Europe, we invite you to consider the German State of Bavaria – a major European Life Sciences hub where you find Germany's leading drug development pipeline. As one of the 22 representative offices worldwide of Bavaria's Ministry for Economic Affairs we provide **free of charge and confidential** assistance to American companies considering expanding to Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

As an expedient first step, we invite you to attend Europe's largest partnering conference, serving the global biotechnology industry:

-----  
**16<sup>th</sup> Annual Partnering Conference Bio-Europe 2010**  
11/15 – 11/17/2010, International Congress Center in Munich  
(Closing date for online registration November 12, 2010)  
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To learn more about the biotech companies in Bavaria, we invite you to view the annual report for our Biotech cluster at: [http://www.biotech-bayern.de/resources/dynamic/hauptbereich/standardseite\\_2/bavarian\\_biotechreport2009\\_final2.pdf](http://www.biotech-bayern.de/resources/dynamic/hauptbereich/standardseite_2/bavarian_biotechreport2009_final2.pdf) or to view [www.bavaria.org](http://www.bavaria.org) for additional information.

We would be pleased to assist you achieving your *expansion / acquisition objectives* in Bavaria and will contact you in the next few days to follow up.

Thank you for your consideration and we look forward to welcome you in Bavaria!

With best regards,

Jan Danisman                      Titus Krummacher  
Director

State of Bavaria  
U.S. Office for Economic Development  
560 Lexington Avenue, 17<sup>th</sup> Floor  
New York, NY 10022

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7/29/2010

Tel: (212) 317-0588  
Email: [jdansman@bavaria.org](mailto:jdansman@bavaria.org)  
Web: [www.bavaria.org](http://www.bavaria.org)

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8/6 3x

**Janet Danisman**

**From:** Janet Danisman [jdanisman@bavaria.org]  
**Sent:** Friday, August 06, 2010 1:53 PM  
**To:** Toffer Winslow  
**Subject:** Business Expansion Assistance - Bavaria Germany

Dear Mr. Winslow:

If you are considering business expansion to Europe, it would be our pleasure to introduce you to Bavaria's strategic advantages and to the **cost-free support** that the German State of Bavaria offers.

Our services include identifying the most suitable locations based on your company's strategic goals, providing **information on markets and industry clusters, establishing contact with media experts**, as well setting up appointments and site visits. We offer assistance in ensuring that official formalities are completed rapidly and effectively. We also provide "**aftercare**" support to assist companies to be successful and grow once they have located to the state.

As you are probably aware, Bavaria is the No. 1 media center in Germany and one of the **top media locations in Europe**: from the print sector with its printing and publishing activities through radio and television, film production and the film industry all the way to the Internet and multimedia sector, Bavaria is excellently positioned. With more than 20,000 media and entertainment-related companies, Bavaria ranks at the top in Germany. The media industry in the capital city Munich alone has an annual turnover of more than EUR 70 billion, and employs over 250,000 people. We invite you to visit [www.bavaria.org](http://www.bavaria.org) for more information on Bavaria's media cluster and [www.bayern-international.de/key-technologies-in-bavaria/en](http://www.bayern-international.de/key-technologies-in-bavaria/en) for our extensive company database. In addition to this, please let us know if you would like to receive our free quarterly newsletter "Business Bavaria", highlighting investment, business and technology news in Bavaria.

We thank you for your consideration and we look forward to beginning a dialogue with you at your convenience.

Very truly yours,

Jan Danisman, Director  
 State of Bavaria U.S. Office for Economic Development  
 560 Lexington Avenue, 17th Floor  
 New York, NY 10022  
 tel: 212-317-0588  
 fax: 212-317-0590  
[jdanisman@bavaria.org](mailto:jdanisman@bavaria.org)  
[www.bavaria.org](http://www.bavaria.org)

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Mail merge  
8/26/2010

**State of Bavaria U.S. Office**

**From:** State of Bavaria U.S. Office [newyork@bavaria.org]  
**Sent:** Thursday, August 26, 2010 1:38 PM  
**To:** **Sally Ann D'Amato**  
**Subject:** European Media hub - German State of Bavaria

25 ~~✉~~ Emails

Dear **Sally Ann D'Amato**:

I am writing to introduce you to the State of Bavaria, Germany's # 1 media center and one of the **top media locations in Europe**. More than 20,000 media companies make Bavaria a major European media hub. The State's capital Munich currently is recording a media industry annual turnover of more than EUR 70 billion, and employs over 250,000 people. Bavaria is home to more than one third of all German TV channels and 23 % of Germany's film production companies, all which provides an ideal basis for both small and large media enterprises.

The State of Bavaria U.S. Office for Economic Development assists you in your location plans for tapping this market potential. We provide **confidential and free of charge** assistance to U.S. companies considering an expansion to Europe. Our services are designed to quickly connect you to the people and information you need in order to establish and develop your European/German presence. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

We will be pleased to assist you in achieving your expansion objectives in Bavaria, Germany and invite you to visit [www.bavaria.org](http://www.bavaria.org) for more information on Bavaria's media cluster.

For a follow up with you, we will contact you in the upcoming week.

Thank you for your consideration and we look forward to talking with you.

With best regards,

Jan Danisman                      Titus Krummacher  
 Director

State of Bavaria  
 U.S. Office for Economic Development  
 560 Lexington Avenue, 17<sup>th</sup> Floor  
 New York, NY 10022

Tel: (212) 317-0588  
 Email: [jdanism@bavaria.org](mailto:jdanism@bavaria.org)  
 Web: [www.bavaria.org](http://www.bavaria.org)

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8/26/2010



**EXPO REAL 2010**

**13<sup>th</sup> International Trade Fair for Commercial Property and Investment**

**October 4-6, 2010 – New Munich Trade Fair Centre**

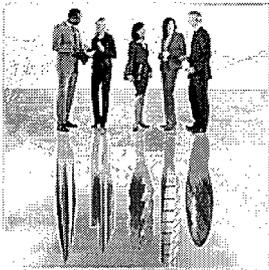
mailing ~~22~~ 9/8/2010

Dear <Salutation>:

Just a few weeks to go and **EXPO REAL** will open its gates again. From October 4 to 6, 2010 Europe's leading show for commercial real estate is taking place at the New Munich Trade Fair Centre in Munich, Germany.

**EXPO REAL 2009**

- 1,580 exhibitors from 34 countries
- 21,430 participants from 73 countries
- more than 680,000 sq. ft. of exhibition space



2010 is the year of opportunities...

... for the real estate industry. **EXPO REAL** has already seen an upward trend in the number of exhibitor registrations. Active market participants are focusing on what lies ahead and are looking out for new business models, market segments and sustainable trends for the future.

At **EXPO REAL 2010** 1,600 exhibitors are expected. 36,000 experts from 73 countries will be a part of the show to initiate business relationships and establish new contacts.

**Join our VIP Welcome Reception**

Get an exclusive overview about EXPO Real and the Munich fairground for free! For more information and to register, please send an email to [sweimer@munich-tradefairs.com](mailto:sweimer@munich-tradefairs.com)  
**Registration deadline: September 10<sup>th</sup>, 2010**

**REGISTER ONLINE NOW AND SAVE 30 EUROS WHEN YOU BUY A 3-DAY TICKET!**

If you are interested in learning more about the Expo Real or if you or your clients are considering expanding with an office in Germany, please contact us [newyork@bavaria.org](mailto:newyork@bavaria.org) or 212-317-0588.

As a representative office of Bavaria's Ministry for Economic Affairs we provide free of charge and confidential assistance to American companies considering expanding to Europe. We would be pleased to assist you or your clients in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view [www.bavaria.org](http://www.bavaria.org) for additional information.

Best regards,

Jan Danisman  
Director  
State of Bavaria U.S. Office for Economic Development

560 Lexington Avenue, 17<sup>th</sup> Floor  
New York, NY 10022  
Tel: (212) 317-0588  
Email: [jdanism@bavaria.org](mailto:jdanism@bavaria.org)  
Web: [www.bavaria.org](http://www.bavaria.org)

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9/13 11X

**Janet Danisman**

**From:** Janet Danisman [jdanisman@bavaria.org]  
**Sent:** Monday, September 13, 2010 10:53 AM  
**To:** John Hardy  
**Subject:** Business Expansion Assistance - Bavaria Germany

Dear Mr. Hardy:

I am writing to introduce you to the German State of Bavaria U.S. Office for Economic Development and to inquire if we may be of assistance to SFP. As a representative office of Bavaria's Ministry for Economic Affairs we provide **free of charge and confidential** assistance to American companies considering expanding to Europe.

Our services are designed to quickly connect you to the people and information you need in order to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view [www.bavaria.org](http://www.bavaria.org) for additional information. We will contact you in the next few days to follow-up. Thank you for your consideration and we look forward to talking with you.

With best regards,

Jan Danisman  
Director  
State of Bavaria  
U.S. Office for Economic Development  
560 Lexington Avenue, 17<sup>th</sup> Floor  
New York, NY 10022

Tel: (212) 317-0588  
Email: [jdanisman@bavaria.org](mailto:jdanisman@bavaria.org)  
Web: [www.bavaria.org](http://www.bavaria.org)

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Mailing 19 times  
9/14/2010

## State of Bavaria U.S. Office

**From:** State of Bavaria U.S. Office [newyork@bavaria.org]  
**Sent:** Tuesday, September 14, 2010 1:59 PM  
**To:** [REDACTED]  
**Subject:** Consider your European expansion with us at the CCW2010

Dear [REDACTED]

I am writing to introduce you to the State of Bavaria, Germany's # 1 media and IT location. More than a quarter of Germany's top 100 media companies, a third of German-licensed TV channels and 23 % of Germany's film production companies are based in Bavaria. A highly qualified workforce in the IT and media sectors, a growth-oriented R&D network and the easy access to key partners, suppliers and markets make Bavaria the location of choice for global players like Adobe, ARRI, GE, Google, Intel, Microsoft, Oracle and Texas Instruments.

The State of Bavaria U.S. Office for Economic Development assists you in your location plans for tapping this market potential. We provide **confidential and free of charge** assistance to U.S. companies considering an expansion to Europe. Our services are designed to quickly connect you to the people and information you need in order to establish and develop your European/German presence. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

**If you are considering an expansion, it would be our pleasure to meet with you at the Content & Communications World 2010, October 13 - 14. For details or to arrange a meeting, please contact us at the number or email below.** We will be pleased to assist you in achieving your expansion objectives in Bavaria, Germany and invite you to visit [www.bavaria.org](http://www.bavaria.org) for more information on Bavaria's media and ITC cluster.

Thank you for your consideration and we look forward to talking with you.

With best regards,

Jan Danisman                      Titus Krummacher  
 Director

State of Bavaria  
 U.S. Office for Economic Development  
 560 Lexington Avenue, 17<sup>th</sup> Floor  
 New York, NY 10022

Tel: (212) 317-0588  
 Email: [jdanism@bavaria.org](mailto:jdanism@bavaria.org)  
 Web: [www.bavaria.org](http://www.bavaria.org)

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9/14/2010

9/15 5x

**Janet Danisman**

**From:** Janet Danisman [jdanisman@bavaria.org]  
**Sent:** Wednesday, September 15, 2010 10:53 AM  
**To:** Julie Bryant  
**Subject:** Business Expansion - Bavaria Germany

**International Biotech Opportunities:  
 Business Expansion to Bavaria, Germany**

Dear Ms. Bryant:

The greater Munich area is **Germany's leading Biotech and venture capital location**, Regensburg has Bavaria's second highest concentration of Biotech companies, along with the growing locations of Würzburg, Erlangen-Nuremberg, Bayreuth and Straubing. If your future strategic plans include establishing a presence in continental Europe, we invite you to consider the German State of Bavaria – a major European Life Sciences hub.

The State of Bavaria U.S. Office for Economic Development provides professional assistance, at no charge, to American companies interested in expanding in Europe. Whether you are looking to establish connections, choose locations or maximize research cooperations, we would be pleased to help you.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Provide valuable information on Bavaria's life science sector to support your planning/analysis
- Introductions to key industry contacts and resources from our vast network
- Provide information on potential opportunities for financing and incentives according to funding criteria and qualifications
- Identification of available sites and facilities based on your specific location criteria
- Assistance with administrative formalities necessary to start a business in Bavaria

We invite you to visit [www.bavaria.org](http://www.bavaria.org) for additional information. We thank you for considering Bavaria and look forward to talking with you.

Very truly yours,

Jan Danisman  
 Director

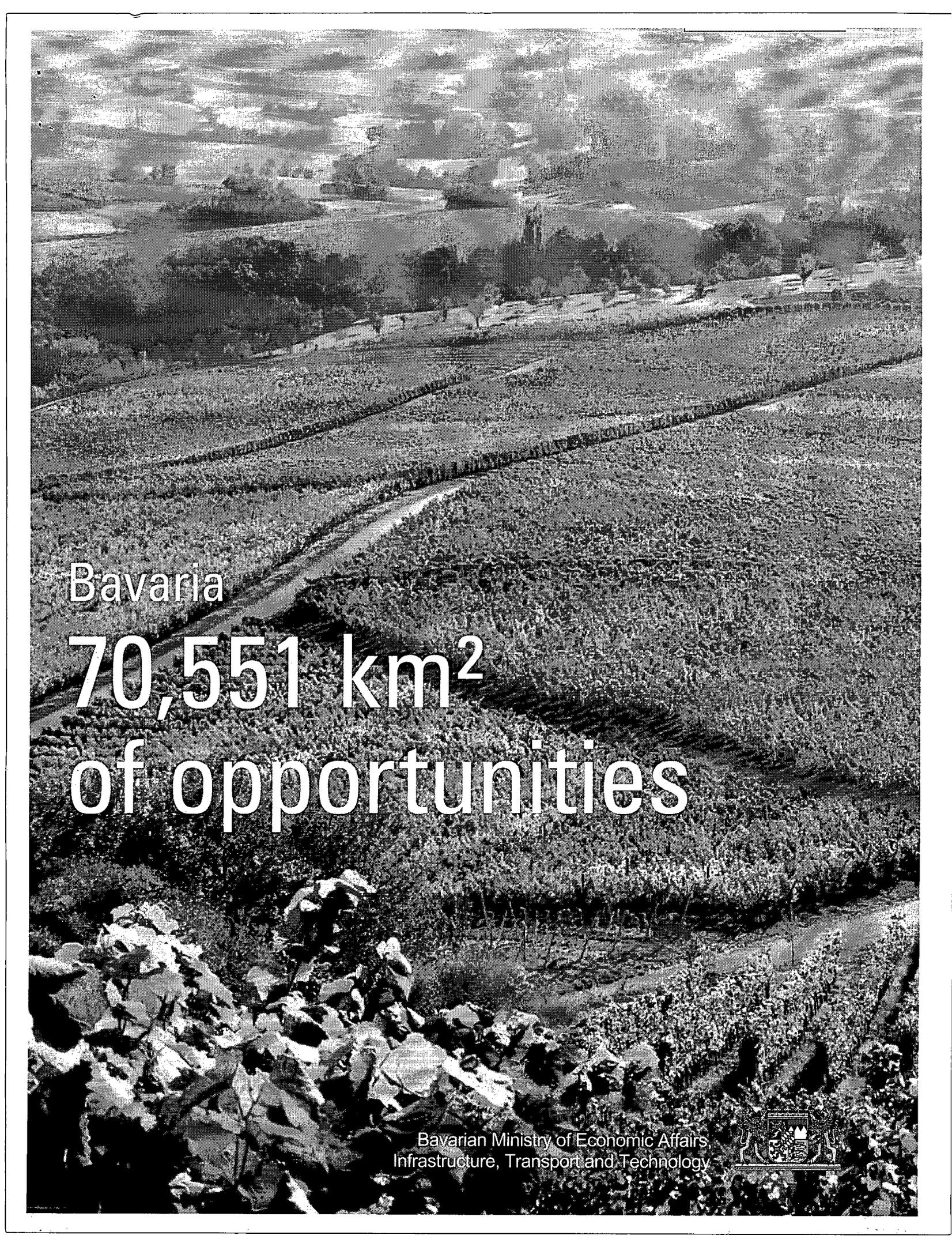
The State of Bavaria U.S. Office for Economic Development  
 560 Lexington Ave, New York, NY 10022  
 Phone: (212) 317-0588 | Email: [jdanisman@bavaria.org](mailto:jdanisman@bavaria.org) | Web: [www.bavaria.org](http://www.bavaria.org)

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1/12/2011



Bavaria

70,551 km<sup>2</sup>

of opportunities

Bavarian Ministry of Economic Affairs,  
Infrastructure, Transport and Technology



an excellent location

one of Europe's  
business regions.

**A strong and a strongly growing region:**

Bavaria's GDP of Euro 429.9 billion is larger than that of 19 of the EU's 27 member states. Its GDP per capita amounts to Euro 34,297 – well above the German and EU-wide averages (as of 2009). This excellent economic output helps to make Bavaria one of the strongest markets in the world in terms of purchasing power.

The main hubs of this strong region are Munich and Nuremberg, themselves two of the world's top-ranked metropolitan areas.

As exports of more than Euro 123.9 billion in 2009 amply detail, Bavaria's business community knows how to make products sought by the world market. It all adds up to "Europe's high-tech mecca", in the words of Bill Gates. The amazing thing about Bavaria: five decades ago, it was an underdeveloped backwater.

**Bavaria's business community is modern and efficient.**

Bavaria's business community shows a great diversity of size and sectors. It is comprised of such global players as Allianz, Siemens, BMW, Audi, EADS, Adidas, Puma and MAN – as well as a large number of SMEs (small and medium-sized enterprises) and skilled trades providing the global players with the supplies and services helping to give them their competitive edge.

All of the state's businesses benefit from the large number of purchasers of their products and services based in the state – and from the state's network of innovation, which is behind the creation of these advanced, high-performing items.

This network is responsible for Bavaria be-

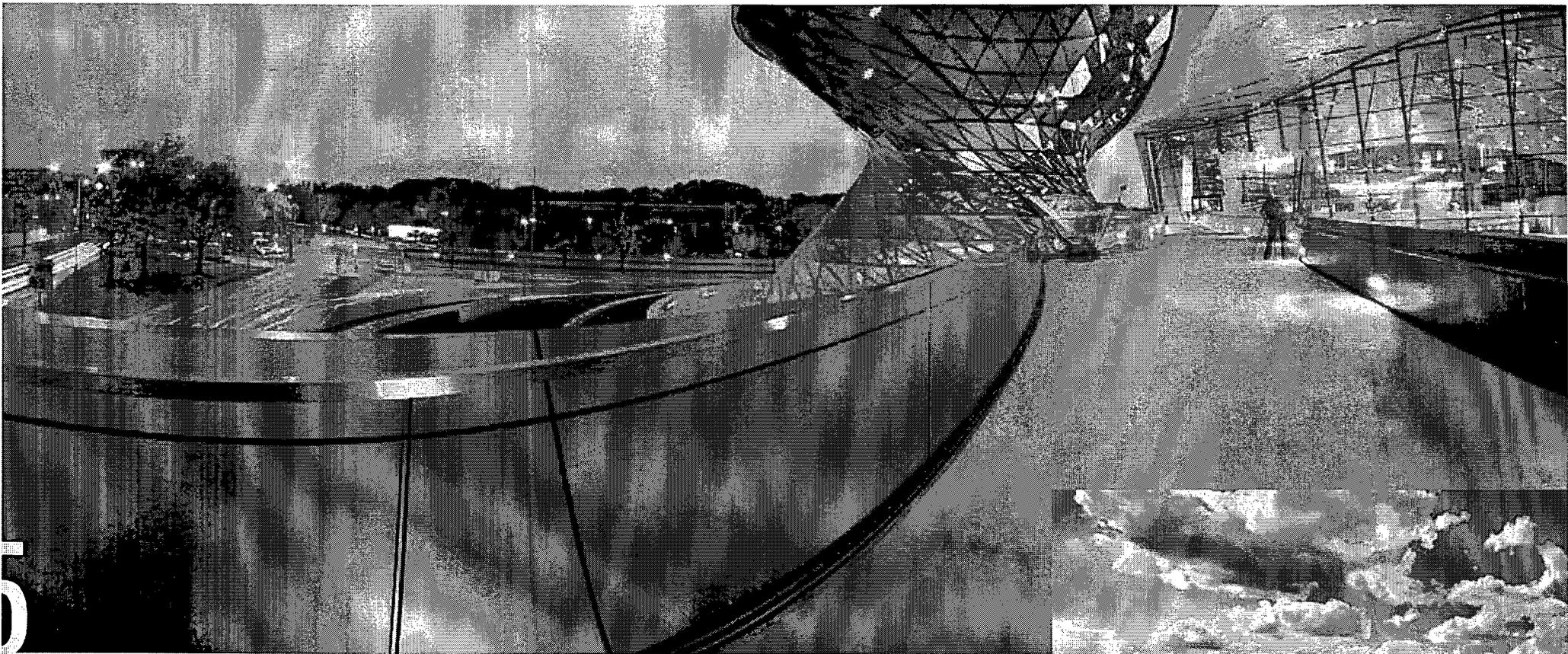
Its services sector constitutes an strong part of Bavaria's business. The sector's main components are (Bavaria has Germany's largest insurance community and is the country's second largest banking center); tourism (the state being one of the world's favorite to visit, shop and meet); trade fairs (Munich and Nuremberg are top-ten venues) and B2B services.

A basic factor boosting all of these is the state's infrastructure – the high-quality, ultra-reliable transport, telecommunications and energy grids making the integral part of world markets and Like the state's education system network, these grids have been the of considerable and sustained investment the state. This investment has produced a ranked system of secondary, post-secondary and vocational education, plus R&D turning out innovations that have a world. Key figure: more than 3% of GDP goes to R&D.

Bavaria is a great place to work in a great place in which to live, than longstanding, lovingly cultivated to its wealth of cultural offerings, its cosmopolitan cities, picturesque and beautiful, wonderfully pristine countryside and its world-best level of personal

The desire to be part of this business community and to profit from all these has led more than 1,500 foreign companies to set up subsidiaries in Bavaria. Many of these Bavaria-based operations serve as companies' headquarters for Germany and Europe as a whole.

**Our invitation: join these companies**



# Connect Bavaria to the world.

Part of the European Economic Area provides its companies  
access to a market of half a billion – and to those fast-emerging markets

conducted by Bavaria's institutions of higher  
education for CEE and southeastern Europe.  
The resulting inter-university links and the  
state's traditional gateway status are also a  
great asset for Bavaria's businesses.

Germany's long-  
standing relationship with Eastern  
Europe is a key  
asset for Bavaria's  
businesses.

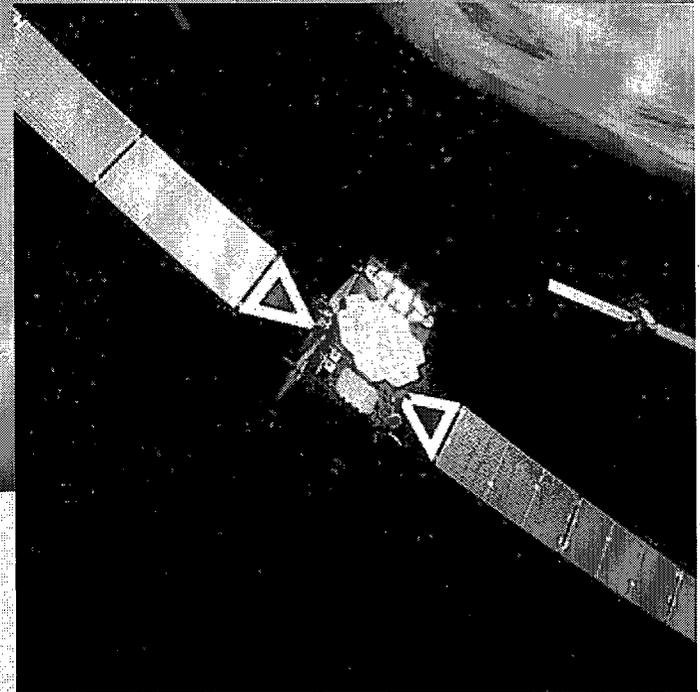
Where India and Bavaria say "Namaste" and



*Invest in Bavaria was set up by the Bavarian Ministry of Economic  
Affairs and Technology to provide investors from abroad with a  
point of contact for their questions and offering them all the services needed to get  
started in Bavaria. These expert services are provided free of charge.*

*Invest in Bavaria takes the investors' wish lists and turns them  
into reality. Its services include providing  
information on the state and the sector involved as a whole, along with arranging*

**Invest in Bavaria will find you the best base in**



## are served airports.

Bavaria is the State's advanced infrastructure and the speed, provides for people, freight and data to all corners of the state. 41,866 kilometers of expressways, highways and roads connect the most places with the major urban centers.

**Invest in the world – Taking off with satellite navigation: Bavaria's number one sector**

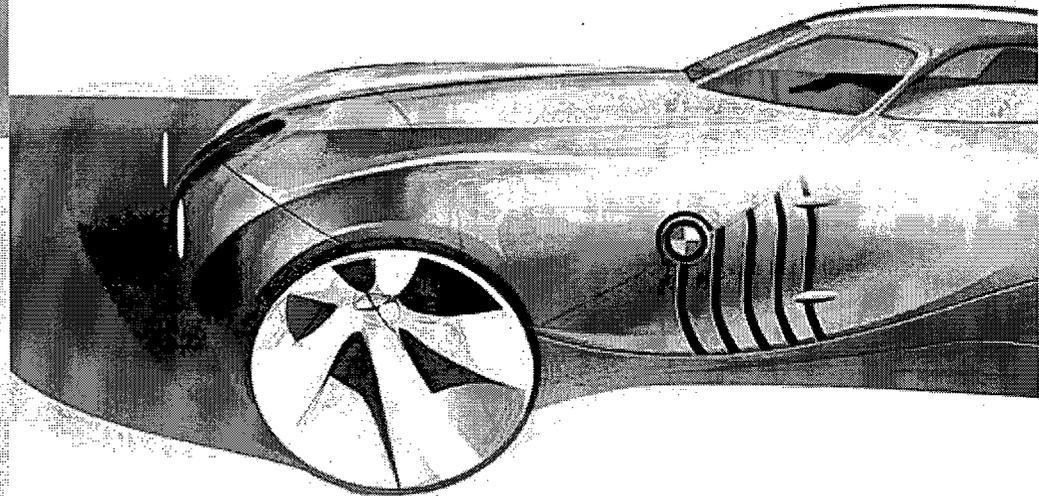
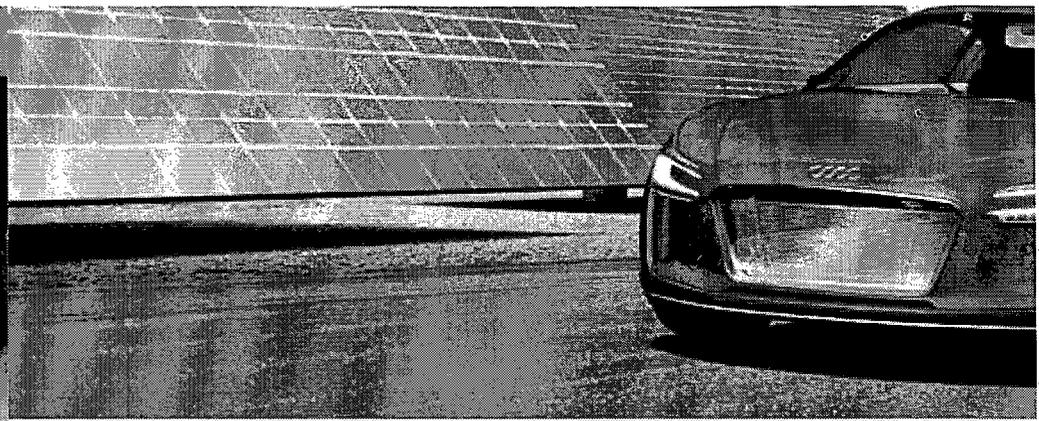
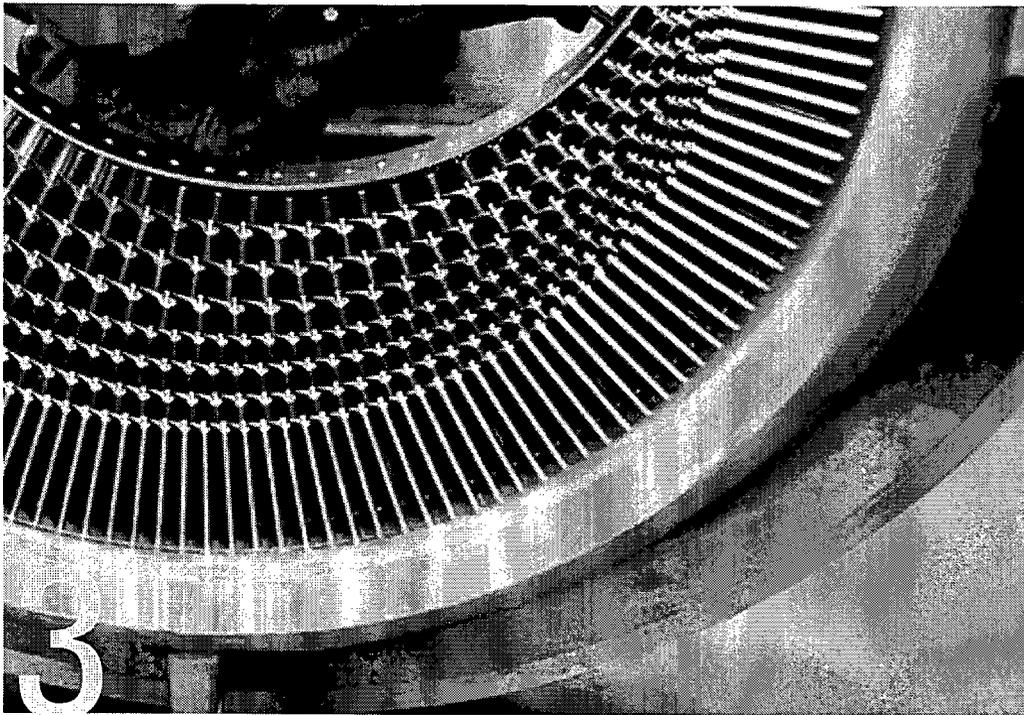
Communication speed, information. Bavaria is today Europe's leading center for satellite-based navigation. The state's combination of earth observation and communications systems is giving rise to a spate of ad-

*Invest in Bavaria provides the services linking business communities around the world. These services include organizing stands at key international trade fairs in Bavaria and its excellent market-making technologies. At these stands, Invest in Bavaria serves as an initial point of contact and information for international investors.*

*Our partner Bayern International sets up communal stands (providing services for medium-sized enterprises) with easy and efficient ways of participating in the market.*

*Invest in Bavaria doesn't stop there. It has also set up 22 liaison offices in the world's major centers of business, these provide local business information and services they require to do business in and with the state.*

**Invest in Bavaria connects state and world business.**



Companies, all ready to create an environment for growth and innovation.

more than 1,500 foreign companies have set up research facilities in Bavaria. These international companies have started with the number one rankings of Bavaria's ICT, life science and aerospace communities. Behind these rankings: the communities' engineering technologies. Case-in-point: Bavaria's aerospace industry, of the transition from planes to rockets and from rockets to

technologies a particularly good example of high-tech from the region as well as of applications-oriented research.

hed a Bavaria is also considered to be a nucleus for innovation when it comes to the development of low-emission automobiles by such

*Invest in Bavaria is looking forward to including you in its business. Bavarian companies. We will be glad to arrange access to business-related meeting points addressing these future-oriented technologies of business in mind.*

**Invest in Bavaria sets up contacts.**



# B39

## a worldwide reputation : Bavaria's universities.

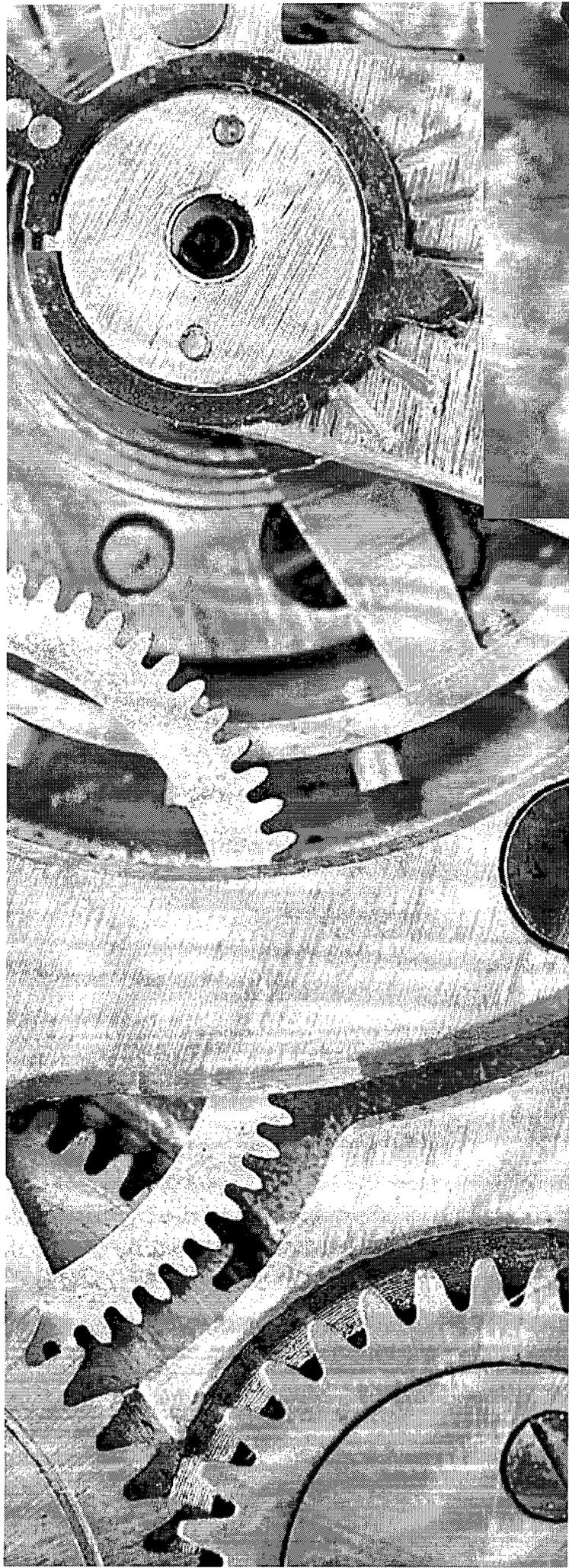
ies are so successful is the state's large pool of specialists  
el. Many of them are graduates from Bavaria's dual system of  
es classroom learning with on-the-job training. The system  
ally taking on the responsibilities entrusted to them.

ion: an inter- Bavaria's research community: large, diverse  
and renowned

is: 9 universi- Research in Bavaria is also carried out by the  
nces and state's 12 Max Planck Institutes, 7 Institutes  
ses offered of the Fraunhofer Society and 3 large-scale

*The services offered by Invest in Bavaria do not stop at offering wishes of the investor. Quite the opposite. The close working re- Germany's Federal Employment Agency enables us to help com- technology transfer portal set up by Bavaria's institutions of hig- touch with Bavaria's scientists and their institutes, giving them and data they need.*

*Another service offered by Invest in Bavaria for companies: we educational programs. This service involves working with the si- Industry in creating occupations and the accompanying training corporate requirements.*



## Bavaria's answer for optimal interaction between science and industry.

fit from the structural interaction of science, research and cross-sectoral networks, as well as from the interaction of medium-sized enterprises. The Cluster Initiative launched by Bavaria encourages and supports this approach.

**Key results:** research + development = new products and business opportunities

The aim of the cluster campaign of the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology is to develop a network of science and industry with a view to boosting productivity, strengthening value chains and speeding up the transfer of

*Invest in Bavaria is looking forward to putting you in touch with its associations and networks, as well as its state, regional and agencies. To provide you with in-depth information about its on how best to enter and expand these markets – we work with Bayer Handwerk International and the Bavarian Research Foundation in touch with the people you need to talk to.*

**Invest in Bavaria puts you in touch with Bavarian industry.**



# Bavarian countryside reserve.

Bavaria is a state rich in history and culture; Albrecht Dürer in Augsburg, while the Wittelsbach dynasty made Bavaria a place where King Ludwig II built his fairytale palaces, the artists of the 19th century found their motifs, Bert Brecht his stories and Richard Wagner his music.

enjoy life in Bavaria as its capital, Munich, is one of the world's most livable cities. This mix of historical and natural attractions, as well as healthy and healthful environments explains why Bavaria is Germany's most popular vacation destination.



The state's healthy economy and healthful environment form the backbone of its quality of life. This in turn has proved to be a major incentive for investment in the state – via Invest in Bavaria. Among our many successes are the relocations of the headquarters of Linde and the establishment of GE's Healthcare Commercial Center in the state.

Invest in Bavaria's outreach to the international business community is extensive. Information supplied by our offices located in 22 of the world's major cities, and it extends to the international trade fairs and conferences in Munich. We include the organization and facilitation of press conferences and visits to and by companies.



wide and our headquarters  
 e looking forward to hearing

*Promotion Agency of the Bavarian Ministry of Economic Affairs, Infrastructure,  
 Bayern International GmbH*

*tries  
 sible for you to establish contact with potential partners. That is why we have set up  
 loscow to San Francisco, Tokyo to Bangalore, where we will answer your questions,  
 is at suitable trade fairs or even visit you in your company. Give us a call or write us a line.*

**ISRAEL**  
 el Rosenberg  
 Israeli-German Chamber of  
 Industry and Commerce  
 aufmann St., Sharbat House  
 2 Tel Aviv  
 +972 3 6806807  
 rsn@ahkisrael.co.il

**ITALIA**  
 Peter Presber

**AUSTRIA**  
 Thomas Gindele  
 State of Bavaria – Austria Office  
 c/o German Chamber of  
 Commerce in Austria  
 Schwarzenbergplatz 5 Top 3/1  
 1030 Wien  
 Tel.: +43 1 545 14 17-32  
 thomas.gindele@dhk.at

**POLAND**

**ROMANIA**  
 Marko Walde  
 c/o German-Romanian Chamber of  
 Industry and Commerce  
 Str. Clucerului 35, et. 2  
 011363 Bucuresti  
 Tel.: +40 21 2079165  
 walde.marko@ahkromaenien.ro

**RUSSIA**  
 Galina Schiriaewa

**CZECH REPUBLIC**  
 Bernard Bauer  
 c/o German-Czech Chamber of  
 Industry and Commerce  
 Václavské nám. 40  
 110 00 Praha 1  
 Tel.: +420 2 24221200  
 info@dtihk.cz

**TURKEY**  
 Marc Landau  
 State of Bavaria – Turkey Office  
 c/o German-Turkish Chamber of  
 Industry and Commerce  
 Yeniköy Cad. No. 88  
 34457 Tarabya-Istanbul  
 Tel.: +90 212 363-0500  
 info@dtr-ihk.de

**UKRAINE**  
 Karin Rau  
 c/o Association of German Cham-  
 bers of Industry and Commerce  
 Wul. Puschkinska 34  
 01004 Kiev  
 Tel.: +380 44 2345595  
 dihk@dihk.com.ua

**HUNGARY**  
 Gabriel A. Brennauer  
 c/o German-Hungarian Chamber  
 of Industry and Commerce  
 Lövház u. 30  
 1024 Budapest  
 Tel.: +36 1 345-7637

**AMERICA**

**BRAZIL**  
 Martin Langewellpott  
 c/o German-Brazilian Chamber  
 of Industry and Commerce  
 Rua Verbo Divino 1488  
 04719-904 São Paulo  
 Tel.: +55 11 5187-5100  
 bayern@ahkbrasil.com

**CANADA**  
 Daniel Curio  
 State of Bavaria – Québec Office  
 1501, Ave. McGill Collège,  
 Suite 2060  
 Montréal, (Québec) H3A 3M8  
 Tel.: +1 514 985-6520  
 info@baviere-quebec.org

**MEXICO**  
 Christian Weber  
 c/o German-Mexican Chamber  
 of Commerce and Industry  
 German Centre  
 Av. Santa Fé 170, Piso 1  
 Oficina 4-10  
 Col. Lomas de Santa Fé  
 01210 México D.F.  
 Tel.: +52 55 1500-5905  
 bayern@ahkmexiko.com.mx

**USA (NY)**  
 Dagmar A. Cassan, MBA  
 State of Bavaria –

**USA (WEST COAST) / SF**  
 Dr. Lucie E. Merkle  
 State of Bavaria –  
 United States Office  
 West Coast Division  
 388 Market Street, 10th Flo  
 San Francisco, CA 94111  
 Tel.: +1 415 362-1001  
 lemerkle@bavaria.org

**ASIA**

**CHINA**  
 Manuel Rimkus  
 State of Bavaria –  
 Shandong Office  
 Rm. 1116, Hisense Tower  
 17 Dong Hai Xi Road  
 266071 Qingdao  
 Shandong Province  
 Tel.: +86 532 86671796  
 bayern@bayern-shandong.c

**INDIA**  
 John Kottayil  
 State of Bavaria – India Off  
 Prestige Meridian 2  
 12th floor, Unit 1201  
 30, MG Road  
 Bangalore – 560001  
 Tel.: +91 80 4096-5025  
 john.kottayil@invest-in-bay

**JAPAN**

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Infrastructure, Transport and Technology

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om | pages 4, 5: BMW Welt – Alexander Mandl/Fotolia.com; ICE – Max Lautenschläger/DB AG | pages



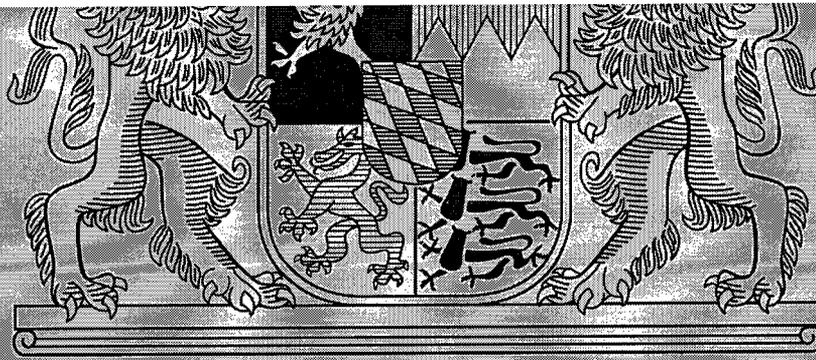
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**Invest in Bavaria**

Prinzregentenstr. 28  
80538 Munich  
Tel.: +49 89 2162-2642  
Fax: +49 89 2162-2803  
[info@invest-in-bavaria.de](mailto:info@invest-in-bavaria.de)

Invest in Bavaria is the Business Promotion Agency of the Bavarian Ministry of Economic Affairs,  
Infrastructure, Transport and Technology and Bayern International GmbH



Bayerisches Staatsministerium für Wirtschaft, Infrastruktur, Verkehr und Technologie

[www.invest-in-bavaria.com](http://www.invest-in-bavaria.com)

## INVEST IN BAVARIA

### The Agency that pulls the Strings

Invest in Bavaria is the Business Promotion Agency of the Bavarian Ministry of Economic Affairs and Bayern International. Our international team offers you confidential assistance with setting up a new business or expanding your present facilities in Bavaria.

We will provide you with information, help you find a suitable site and arrange contacts with government agencies as well as local partners and networks. Our service is of course free of charge.

## 10 Reasons for Bavaria

### 01 An unmatched location in Central Europe

Bavaria's ideal geographical location and its role as a key hub of international trade affords quick and easy access to all European markets. Located in the very heart of the European Economic Area (EEA) with nearly half a billion consumers, companies based in Bavaria are ideally placed to access new EEA markets.

### 02 Gateway to Central and Eastern Europe

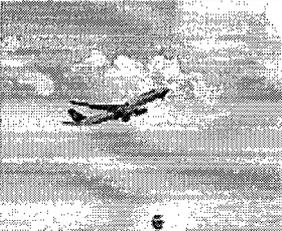
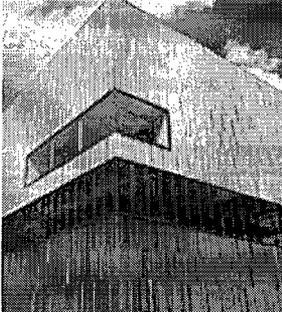
For centuries Bavaria has had close political and economic relations with the countries of Central and Eastern Europe. Particularly since the enlargement of the EU to the East, Bavaria has established itself as the node between East and West.

### 03 Most modern energy, transportation and telecommunications infrastructure

Bavaria's advanced infrastructure offers investors maximum mobility and flexibility. Be it rail, road, water or air – Bavaria guarantees the speediest possible transport of passengers and goods. Efficient, reliable data and information exchange is ensured by innovative, state-of-the-art information and communications technologies.

### 04 Highly qualified, motivated employees

Only highly qualified and motivated staff with visions and commitment enable companies to produce top quality productions and services of worldwide repute. Bavaria's excellent universities and its unique system of dual vocational training combining theory with on-the-job training for non-academic professions ensure maximum workforce competence.





medium-sized industrial, trade and service companies throughout the state – thus providing a broad spectrum of innovative suppliers, customers and potential partners for investors.

**08 Work where others vacation**

Bavaria is Germany's favorite holiday and tourist destination and enjoys worldwide appeal. Its breathtaking scenery, rich culture and the proverbial Bavarian way of life attract even the most discriminating, sophisticated entrepreneurs and professionals. Investing, working and living where others go on vacation – that is Bavaria.

**09 Pro-active economic policies**

"New products, new businesses, new markets" is the guiding principle of Bavaria's economic policy. State government and administration policies are dedicated to enterprise-friendly administrative procedures, especially for SMEs, attractive employment conditions and reliability in partnership with business to ensure Bavaria's global competitiveness.

**10 Targeted support services for potential investors**

Invest in Bavaria is the central, single-stop point of contact within the Bavarian Ministry of Economic Affairs for all companies interested in setting up and expanding business units in Bavaria. Our team promptly and confidentially responds to investors' specific information, advisory and support requirements.

**Comprehensive one-stop service**

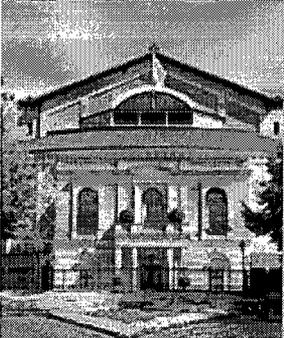
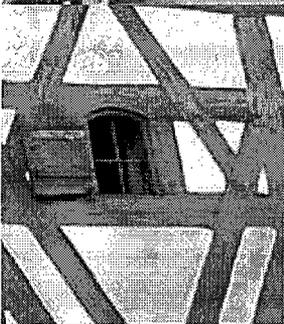
Our support service range from the first steps in setting up a new business location to expansion of existing operations. We provide interested companies with business data and information on public support and incentive schemes. Invest in Bavaria facilitates initial contacts to relevant public administration departments, industry and business associations as well as key networks. Our service is free of charge.

**International outlook for the benefit of our customers**

One indicator for Invest in Bavaria's international outlook are our language capabilities: aside from German, the team offers fluency in English, French, Spanish, Chinese, Japanese, Indonesian, Polish and Russian. Our multilingual website provides information and data in German, English, French, Spanish, Chinese, Japanese, Portuguese and Russian. Moreover, 22 Bavarian representative offices worldwide, from Moscow to São Paulo, from California to Tokyo, assist foreign companies interested in Bavaria and Bavarian companies abroad ([www.invest-in-bavaria.com/international](http://www.invest-in-bavaria.com/international)).

**Promoting a strong location**

Aside from the acquisition of and support for inward investors, Invest in Bavaria also promotes and markets Bavaria as a top business location. We take part in major trade fairs and industry conferences, organize seminars, company and location visits for investors and initiate targeted promotion campaigns as well as journalists' briefing to promote Bavaria – and Invest in Bavaria's range of services. With some success: major investment projects such as Merck & Co.'s (MSD Merck, Sharp & Dohme) new headquarters near Munich for its EMEA and Canada business or Google's research & development centre, the decision by Linde to relocate its group headquarters to Munich, the opening of the new GE Healthcare Commercial Center in Munich or the move to Bavaria of Sandoz's HQ testify to our team's competence and commitment.



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Invest in Bavaria  
Dr. Johann Niggf

Prinzregentenstr. 28  
80538 München  
Tel.: +49 89 2162-2642  
Fax: +49 89 2162-2803

9/17 14x

**Janet Danisman**

**From:** Janet Danisman [jdanisman@bavaria.org]  
**Sent:** Friday, September 17, 2010 10:38 AM  
**To:** Al Hasselbring  
**Subject:** ION GNSS 2010 - Business Expansion - Bavaria Germany

Al Hasselbring, Navigation and Technical Sales Mgr.  
 Honeywell - Defense and Space

**Business Expansion to Bavaria, Germany – Cost Free Service**  
**Schedule Informational Meeting at ION GNSS in Portland, OR; September 22-24, 2010**

Dear Mr. Hasselbring:

Bavaria's infrastructure in satellite navigation, communication and geo-information systems is world class. If your future strategic plans include establishing a presence in southern Germany, we invite you to consider the German State of Bavaria, a leader in Satellite Navigation. In Bavaria you will find:

- Galileo Control Center
- German Aerospace Center (DLR)
- German Space Operations Center (GSOC)
- ESA Business Incubation Center for satnav applications (AZO)
- Galileo simulation facility (GATE)
- University of the Federal Armed Forces (FAF)
- Munich Satellite Navigation Summit
- Institute for Earth Measurement and Navigation
- Fraunhofer Institute for Integrated Circuits
- European Patent Office
- German Patent Office
- Siemens
- EADS
- European Satellite Navigation Industries
- bavAIRia, Aero/SatNav Cluster Management

MSD/CES/REGISTRATION UNIT  
 2011 JAN 31 PM 2:57

The State of Bavaria U.S. Office for Economic Development provides professional assistance, at no charge, to American companies interested in expanding in Europe. Whether you are looking to establish connections, choose a location or maximize research cooperation, we would be pleased to help you.

**To arrange a one on one meeting at the ION-GNSS 2010 at Booth H, we invite you to contact us: [jdanisman@bavaria.org](mailto:jdanisman@bavaria.org) or (212) 317-0588.**

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

We invite you to visit [www.bavaria.org](http://www.bavaria.org) for additional information. We thank you for considering Bavaria and look forward to meeting you at the ION.

Very truly yours,

Jan Danisman

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1/12/2011

Director

**State of Bavaria U.S. Office for Economic Development**

560 Lexington Ave, New York, NY 10022

Office: (212) 317-0588 | Cell: (917) 209-3976 | Email: [jdanism@bavaria.org](mailto:jdanism@bavaria.org) | Web: [www.bavaria.org](http://www.bavaria.org)

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sent to 452 contacts  
on 9/27/2010



Dear <Salutation>,

We invite you to read *Invest in Bavaria's* newsletter "Business Bavaria", issue 9/2010, highlighting investment, business and technology news in the German State of Bavaria.

### What's inside

#### Roaring ahead: Bavaria's real estate market

Bavaria's real estate market recorded a 16% rise in property sales in the first half of 2010. Quite an accomplishment - especially in a time in which many others are mired in the doldrums.

[More...](#)

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#### Five minutes with ... Dr. Franz Ehrnsperger, managing director of the environmental pioneering Neumarkter Lammsbräu brewery

Neumarkter Lammsbräu is very typical of the vast majority of Bavaria's 620 breweries, in that it is very old (founded in 1628), medium-sized (output of 60,000 hectoliters of beer a year, plus other beverages) and located in a rural area (in Bavaria's ruggedly beautiful Upper Palatinate region). Actually, it's a leader in this field. Under the stewardship of Ehrnsperger, the scion of the family that has been running the brewery since 1800, the brewery has pioneered energy saving, emissions avoidance and other environmental technologies.

[More...](#)



#### INSIDE THE STATE, INSIDE TECHNOLOGY: No more dark rooms: SOLLEKTOR® shines a light

Real sunlight everywhere in your building-no matter how far down your office is located-or how far away from a window. Sounds like the dream of every sun-starved office worker. It is, in fact, a reality, thanks to SOLLEKTOR®.

[More...](#)

#### Big story: The Oktoberfest as a economic factor Turning two hundred: the Oktoberfest's big birthday

The world's biggest party provides its host state with a very big economic boost. At the stroke of noon on Saturday, September 18th, the first barrel of beer will be tapped at the 2010 Oktoberfest, thus continuing a tradition that started in October 1810. It was then that the first Oktoberfest was held. It was occasioned by a royal marriage that featured horse races, and was comprised of booths offering beer and other local specialties. Over the following two centuries, the booths mutated into huge tents and the scattering of locals drinking beer while watching the royals get married and horses run around a track has become a 6 million + -strong legion of visitors from all around the world.

[More...](#)



MSD/CES/REGISTRATION UNIT  
2011 JAN 31 PM 2:57

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## Visiting Bavaria at home: its village inns

Bavaria's village inns go by a variety of picturesque designations - "Wirtshaus". "Gasthaus". "Wirtsstube". "Gasthof". "Wirtschaft". "Forsthaus". "Waldschenke". They are easy to find, being generally located on the squares forming the epicenter of local life.  
More...



For more information about Europe's premier business location, the State of Bavaria, please visit our websites [www.bavaria.org](http://www.bavaria.org) and [www.invest-in-bavaria.com](http://www.invest-in-bavaria.com). We welcome your phone call and email and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies considering establishing a presence in Bavaria, throughout all phases of the expansion process. Thank you for your continued interest in Bavaria.

*To the new reader interested in subscribing to this newsletter, please refer to: <http://www.bavaria.org/newsletter>.  
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Very Truly Yours,

Dagmar A. Cassan  
Executive Managing Director

Jan Danisman  
Director

State of Bavaria U.S. Office for Economic Development  
560 Lexington Avenue, Floor 17, New York, NY 10022  
Tel: (212) 317-0588  
Fax: (212) 317-0590  
[newyork@bavaria.org](mailto:newyork@bavaria.org)  
[www.bavaria.org](http://www.bavaria.org)

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Publisher:  
Invest in Bavaria  
Dr. Johann Niggel  
Prinzregentenstraße 28  
80538 München

[info@invest-in-bavaria.de](mailto:info@invest-in-bavaria.de) [www.invest-in-bavaria.de](http://www.invest-in-bavaria.de)

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*Mailing to 6 contacts  
at 10/6/2010*

## State of Bavaria U.S. Office

**From:** State of Bavaria U.S. Office [newyork@bavaria.org]

**Sent:** Wednesday, October 06, 2010 11:28 AM

**To:** [REDACTED]

**Subject:** Introducing - Germany's Solar State - Bavaria

**Dear Mr. Rose:**

I am writing to introduce you to the German's State of Bavaria U.S. Office for Economic Development. In 1978 Bavaria was Germany's first state to develop a program to promote renewable energies. Today, nearly 50% of the German power supply from solar power is generated in Bavaria.

If you are considering an expansion to Europe we may be of assistance to FLEXcon. As one of the 22 representative offices worldwide of Bavaria's Ministry for Economic Affairs we provide **free of charge and confidential** assistance to American companies considering expanding to Europe. Our services are designed to quickly connect you to the people and information you need in order to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your analysis and planning
- Assisting with sources for employee staffing
- Identifying the most suitable locations based on your goals and setting up site visits
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Facilitating initial contacts to relevant public administration departments, business associations and networks
- Assistance in ensuring that official formalities are completed promptly and effectively

We would be pleased to assist you in achieving your expansion objectives in Bavaria, Germany and invite you to view [www.bavaria.org](http://www.bavaria.org) for additional information.

Thank you for your consideration and I am looking forward to follow up with you.

With best regards,

Jan Danisman                      Titus Krummacher  
Director

State of Bavaria  
U.S. Office for Economic Development  
560 Lexington Avenue, 17<sup>th</sup> Floor  
New York, NY 10022

Tel: (212) 317-0588  
Email: [janisman@bavaria.org](mailto:janisman@bavaria.org)  
Web: [www.bavaria.org](http://www.bavaria.org)

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10/6/2010

5 mails  
sent 11-1-2010

## Bavaria in New York

**From:** State of Bavaria U.S. Office [newyork@bavaria.org]  
**Sent:** Monday, November 01, 2010 12:14 PM  
**To:** [redacted]  
**Subject:** BIO Europe 2010 - Munich Germany - Nov 15-17, 2010 - Expansion Assistance Germany  
**Business Expansion to Bavaria, Germany – Cost Free Service**  
**Schedule Informational Meeting at BIO Europe in Munich November 15-17, 2010**

Dear Ms. Foley:

The greater Munich area is **Germany's leading Biotech and venture capital location**, Regensburg has Bavaria's second highest concentration of Biotech companies, along with the growing locations of Würzburg, Erlangen-Nuremberg, Bayreuth and Straubing. If your future strategic plans include establishing a presence in continental Europe, we invite you to consider the German State of Bavaria – a major European Life Sciences hub.

The State of Bavaria U.S. Office for Economic Development provides professional assistance, at no charge, to American companies interested in expanding in Europe. Whether you are looking to establish connections, choose locations or maximize research cooperations, we would be pleased to help you.

As an expedient first step we invite you to join us at Europe's largest partnering conference in Biotechnology, the BIO Europe in Munich, Nov. 15-17, 2010. We are currently arranging one on one meetings with US companies that are looking to expand with a business location in Germany.

The Bio Europe annually attracts leading dealmakers from biotech, pharma and finance along with the most exciting emerging companies. Produced with the support of BIO, it is regarded as a "must attend" event for the biotech industry. For more information on the conference: <http://www.ebdgroup.com/bioeurope/index.php>

**To arrange a one on one meeting at BIO Europe 2010 to learn about how we can assist you, we invite you to email us at [newyork@bavaria.org](mailto:newyork@bavaria.org) or call (212) 317-0588.**

As an overview, our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Provide valuable information on Bavaria's life science sector to support your planning/analysis
- Introductions to key industry contacts and resources from our vast network
- Provide information on potential opportunities for financing and incentives according to funding criteria and qualifications
- Identification of available sites and facilities based on your specific location criteria
- Assistance with administrative formalities necessary to start a business in Bavaria

We invite you to visit [www.bavaria.org](http://www.bavaria.org) for additional information. We thank you for considering Bavaria and look forward to talking with you.

Very truly yours,

Jan Danisman                      Titus Krummacher  
 Director

The State of Bavaria U.S. Office for Economic Development  
 560 Lexington Ave, New York, NY 10022  
 Phone: (212) 317-0588 | Email: [jdansman@bavaria.org](mailto:jdansman@bavaria.org) | Web: [www.bavaria.org](http://www.bavaria.org)

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1/12/2011

50 x email  
sent on 10/6/2010

<First Name> <Last Name>  
<Title>  
<Company>

**RE: SECOND ANNUAL AMCHAM BUSINESS DAY – OCTOBER 15, 2010 – ATLANTA, GA**

Dear <Salutation>:

We invite you to join us for the

**SECOND ANNUAL AMCHAM BUSINESS DAY**  
20 Years after German Unity: Germany and its Business Centers –  
European Opportunities for US Business  
New opportunities in transatlantic business relations

The State of Bavaria U.S. Office for Economic Development will be presenting during this event  
hosted by the  
American Chamber of Commerce in Germany and BridgehouseLaw Rueckel & Bolthausen

Please find attached the invitation to the event on October 15, 2010, in Atlanta for more information about the event, the speakers, their topics and the "German cities" tradeshow. Please register as soon as possible to participate in the event and the dinner reception at the residence of the German Consul General Dr. Lutz Görgens.

Please do not hesitate to contact us via email or phone with any questions.

Many best regards,

Dagmar A. Cassan  
Executive Managing Director

Jan Danisman  
Director

State of Bavaria U.S. Office for Economic Development  
560 Lexington Avenue, Floor 17, New York, NY 10022  
Tel: (212) 317-0588  
Fax: (212) 317-0590  
[jdansman@bavaria.org](mailto:jdansman@bavaria.org)  
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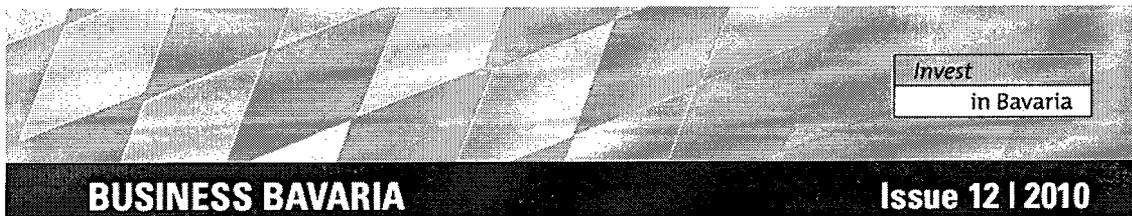
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Sent to 455 contacts

on 12/22/2010

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Dear <Salutation>,

We invite you to read *Invest in Bavaria's* newsletter "Business Bavaria", issue 12/2010, highlighting investment, business and technology news in the German State of Bavaria.

### What's inside

#### Bavaria turns on solar power for the USA

Bavarian company will build the world's largest solar power plant in the USA. Founded in 1998 and headquartered in the central Bavarian city of Erlangen, Solar Millennium AG will construct a plant in Blythe, California with an annual output of 1 Gigawatt – sufficient to meet the needs of up to 750,000 households – of green power. [More...](#)

### Download PDF



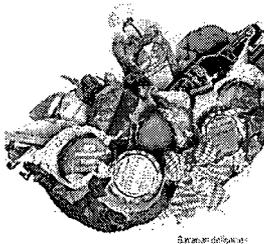
#### Five minutes with ... Thomas Jaenisch of my boshi.net

They're a hot product from Bavaria: You wear them – and look cool while doing so. We're talking about the boshis – a Japanese form of beanies – knit by the aptly-named myboshi.net. That these caps, which are produced in the northern Bavarian town of Helmbrechts, are becoming an object of cult adoration with the world's young is thanks to their globetrotting wearers – and to the internet. [More...](#)



#### INSIDE THE STATE, Bavaria's food and drink: great taste, great for the environment

Beer, Lebkuchen, mustard, cheese...many of the world's favorite everages and foods come from Bavaria. And many of their producers are employing advanced technologies to make their manufacturing operations energy-conserving and environmentally-compatible. [More...](#)



#### Big story: Bavaria's creatives – secret of the state's sustained economic success

Looking for a reason why Bavaria's economy is set – yet again – for a year of very strong growth? Looking for a reason why the economy manages to create and fill jobs at Germany-best rates? Then look at the state's best-in-Germany ability to attract and retain "creatives". That's the new term for those high-performers and potentials – HPPs -whose ideas skills, drive and dedication make them the essential resource for corporate growth. [More...](#)



#### Bavaria in your briefcase

##### Getting off the New Year to a great start in Bavaria

Want to get 2011 off to a memorable and pleasurable start? Then what about eating fondue and sipping mulled wine on a panorama platform perched atop the snowy heights of the Zugspitze (Germany's highest mountain)? Or about having a gala dinner in a restaurant framed by King Ludwig II's palaces of Neuschwanstein and Hohenschwangau? [More...](#)



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## Bavaria Update

New representatives in Zurich and New York for Bavaria

**In Zurich:** Bavaria opened a new representative office in Switzerland. Ralf J. Bopp, who has worked for (since 1991) and been the director of (since 2005) of the German-Swiss Chamber of Commerce, heads the office in Zurich.



Ralf J. Bopp

**In New York:** Dr. Wolfgang Hübschle is the successor to Dagmar A. Cassan, who represented Bavaria in the USA successfully for 14 years. Hübschle, holder of a doctor's degree in jurisprudence, has a long and distinguished career in Bavaria's economics ministry, for which he served as head of the department of regional development.



Wolfgang Hübschle

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Very Truly Yours,

Wolfgang Hübschle  
Executive Director

Jan Danisman  
Director

**Bavarian U.S. Offices for Economic Development, LLC**  
560 Lexington Avenue, Floor 17, New York, NY 10022  
Tel: (212) 317-0588  
Fax: (212) 317-0590  
[newyork@bavaria.org](mailto:newyork@bavaria.org)  
[www.bavaria.org](http://www.bavaria.org)

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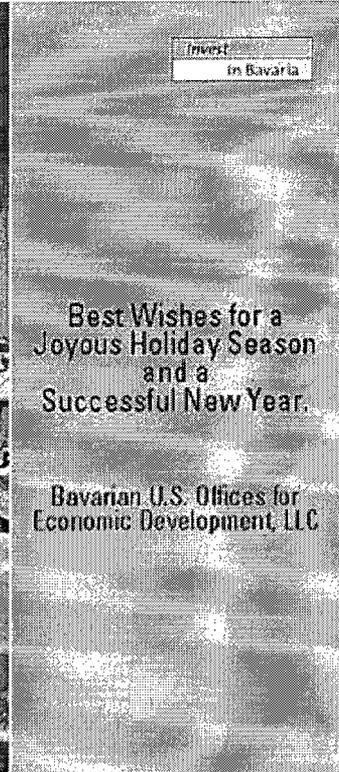
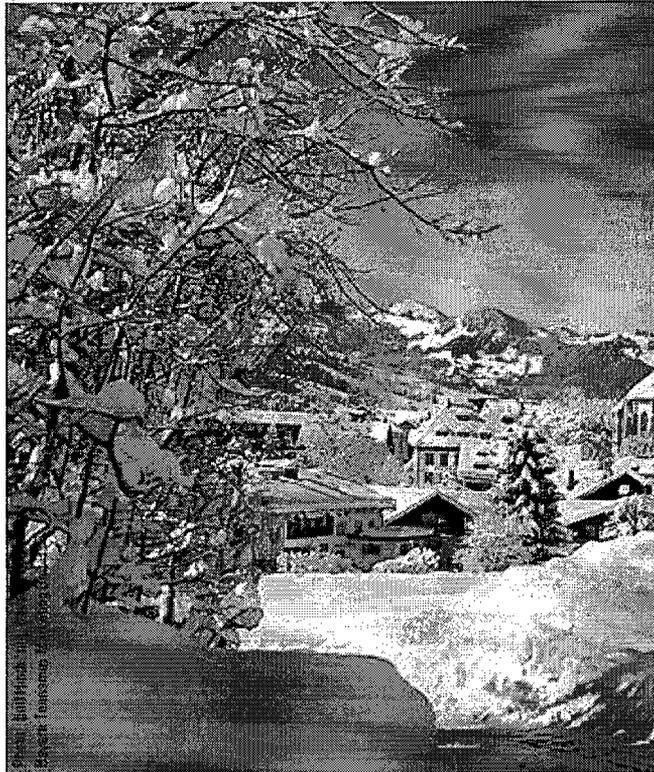
Publisher:  
Invest in Bavaria  
Dr. Johann Niggel  
Prinzregentenstraße 28  
80538 München

info@invest-in-bavaria.de [www.invest-in-bavaria.de](http://www.invest-in-bavaria.de)

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Sent to 478 contacts  
on 12/22/2010

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560 Lexington Avenue, Floor 17, New York, NY 10022  
Tel: (212) 317-0588  
Fax: (212) 317-0590  
[assistant@bavaria.org](mailto:assistant@bavaria.org)  
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Bavaria

70,551 km<sup>2</sup>  
of opportunities

Bavaria – an excellent location  
for business.

Welcome to one of Europe's  
strongest business regions.

**A strong and a strongly growing region:**

Bavaria's GDP of Euro 429.9 billion is larger than that of 19 of the EU's 27 member states. Its GDP per capita amounts to Euro 34,297 – well above the German and EU-wide averages (as of 2009). This excellent economic output helps to make Bavaria one of the strongest markets in the world in terms of purchasing power.

The main hubs of this strong region are Munich and Nuremberg, themselves two of the world's top-ranked metropolitan areas.

As exports of more than Euro 123.9 billion in 2009 amply detail, Bavaria's business community knows how to make products sought by the world market. It all adds up to "Europe's high-tech mecca", in the words of Bill Gates. The amazing thing about Bavaria: five decades ago, it was an underdeveloped backwater.

**Bavaria's business community is modern and efficient.**

Bavaria's business community shows a great diversity of size and sectors. It is comprised of such global players as Allianz, Siemens, BMW, Audi, EADS, Adidas, Puma and MAN – as well as a large number of SMEs (small and medium-sized enterprises) and skilled trades providing the global players with the supplies and services helping to give them their competitive edge.

All of the state's businesses benefit from the large number of purchasers of their products and services based in the state – and from the state's network of innovation, which is behind the creation of these advanced, high-performing items.

This network is responsible for Bavaria being at the leading edge in all sunrise sectors, including ICT (information and communication technologies), the life sciences (and especially biotechnologies and medical engineering), as well as energy and environmental technologies.

Its services sector constitutes an especially strong part of Bavaria's business community. The sector's main components are finance (Bavaria has Germany's largest insurance community and is the country's second largest banking center); tourism (thanks to the state being one of the world's favorite places to visit, shop and meet); trade fairs and congresses (Munich and Nuremberg are world top-ten venues) and B2B services.

A basic factor boosting all of these companies is the state's infrastructure – the high-capacity, ultra-reliable transport, telecommunications and energy grids making the state an integral part of world markets and systems. Like the state's education system and R&D network, these grids have been the objects of considerable and sustained investment by the state. This investment has produced a top-ranked system of secondary, post-secondary and vocational education, plus R&D institutes turning out innovations that have changed the world. Key figure: more than 3% of Bavaria's GDP goes to R&D.

Bavaria is a great place to work in. It is also a great place in which to live, thanks to its longstanding, lovingly cultivated traditions, its wealth of cultural offerings, its sweep of cosmopolitan cities, picturesque villages and beautiful, wonderfully pristine countryside; and its world-best level of personal safety.

The desire to be part of this business community and to profit from all these factors has led more than 1,500 foreign companies to set up subsidiaries in Bavaria. Many of these Bavaria-based operations serve as their companies' headquarters for Germany and for Europe as a whole.

**Our invitation: join these companies – and us – in Bavaria!**

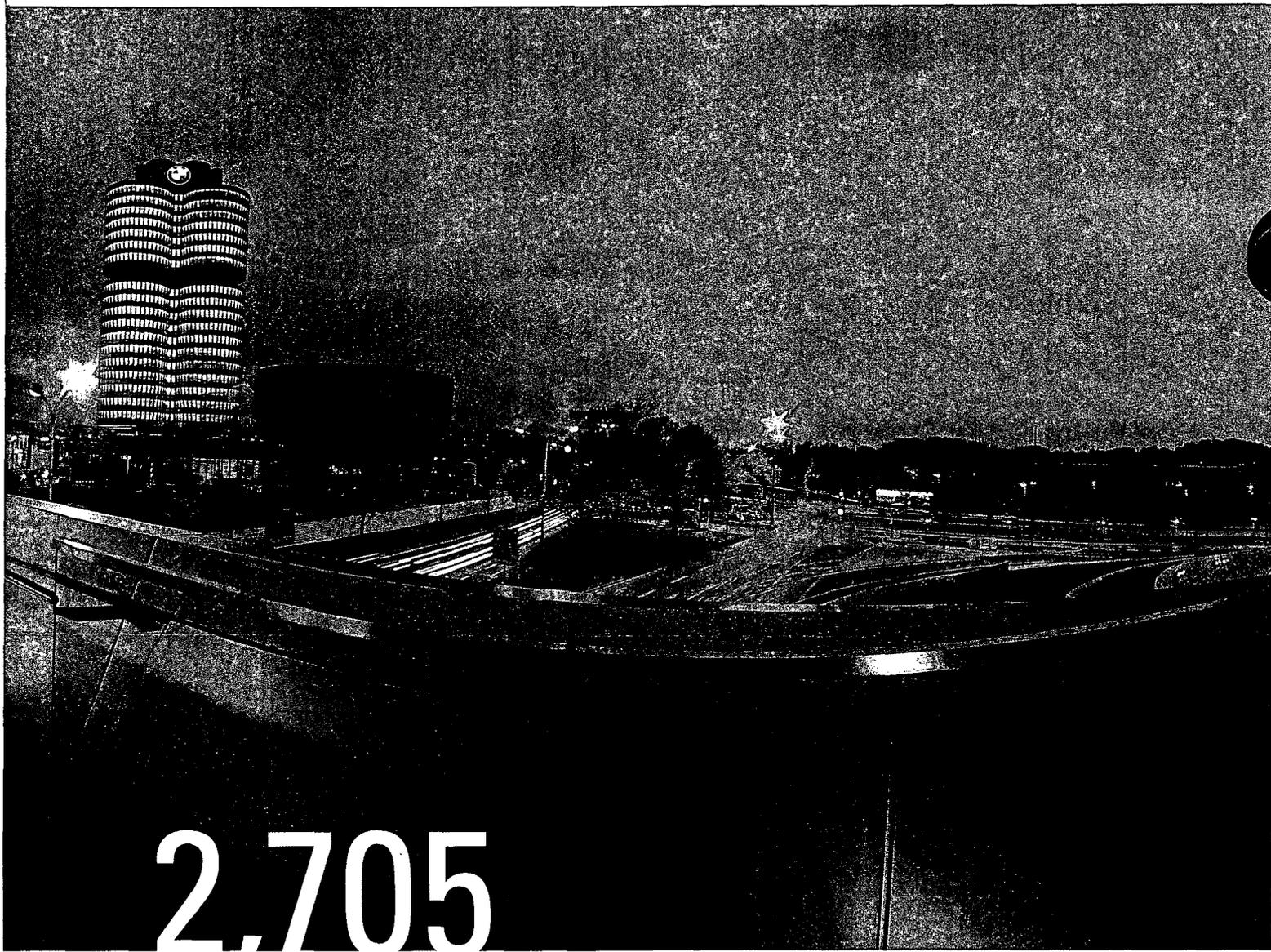
*The first step along this road is to approach Invest in Bavaria's team of experts. We're looking forward to helping you!*



Martin Zeil  
Minister of Economic Affairs,  
Infrastructure, Transport and  
Technology  
State of Bavaria



Katja Hessel  
Vice-Minister of Economic  
Affairs, Infrastructure,  
Transport and Technology  
State of Bavaria



# 2,705

kilometers connect Bavaria  
to its neighbors.

**Bavaria's ideal location at the heart of the European Economic Area provides its companies with fast and easy access to this market of half a billion – and to those fast-emerging markets adjoining it.**

**Close and getting even closer:  
Bavaria and CEE**

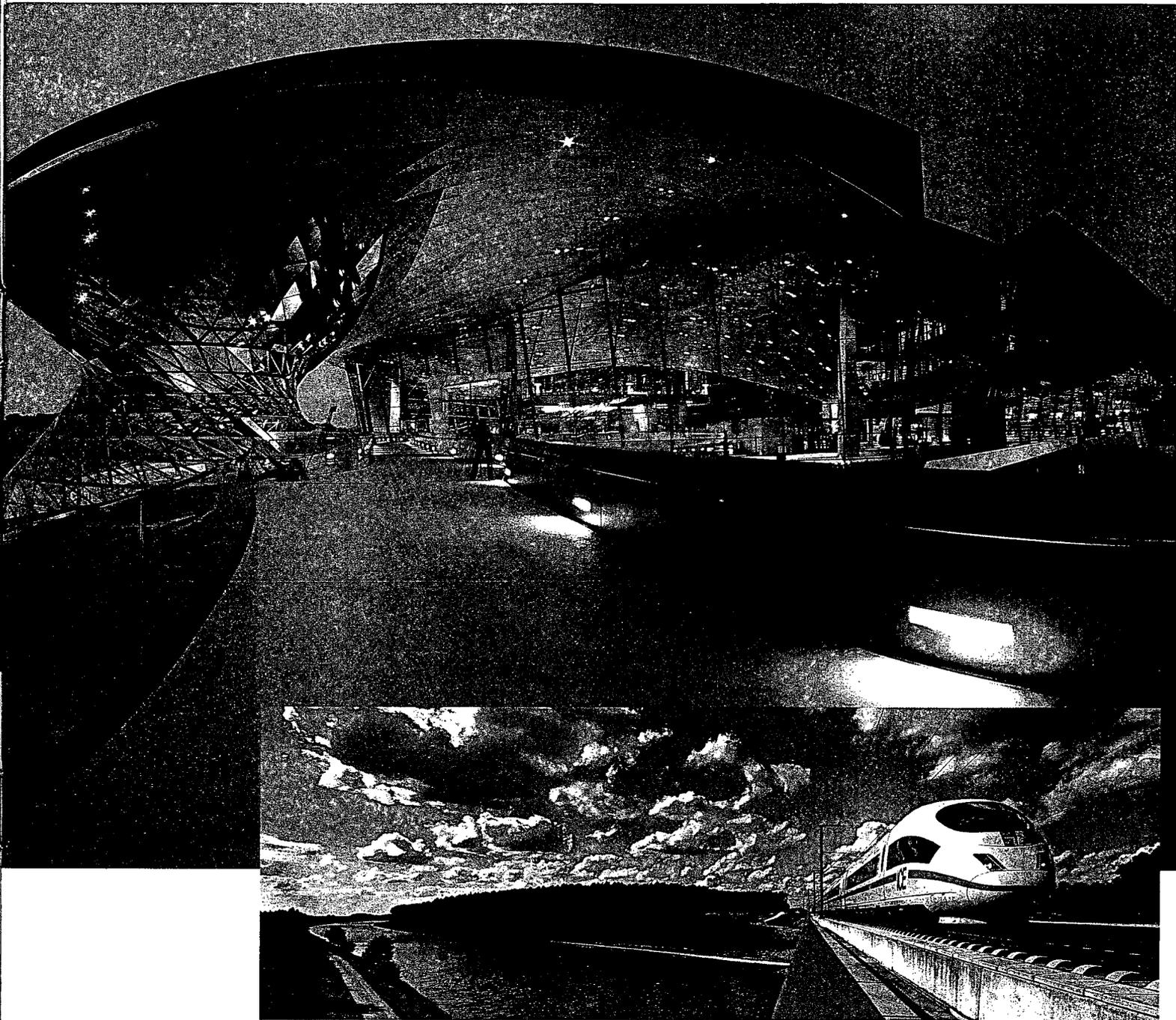
This access together with the state's long-standing ties with CEE (Central and Eastern Europe) is making the region – stretching from Estonia in the north and Hungary and the Ukraine in the middle to Bulgaria in the south – one of the main objects of expansion of Bavaria's business community.

Today, these ties are being cultivated by such institutes as BAYHOST. Located in Regensburg, this center coordinates the de-

conducted by Bavaria's institutions of higher education for CEE and southeastern Europe. The resulting inter-university links and the state's traditional gateway status are also a great asset for Bavaria's businesses.

**Where India and Bavaria say "Namaste" and "Grüss Gott" to each other**

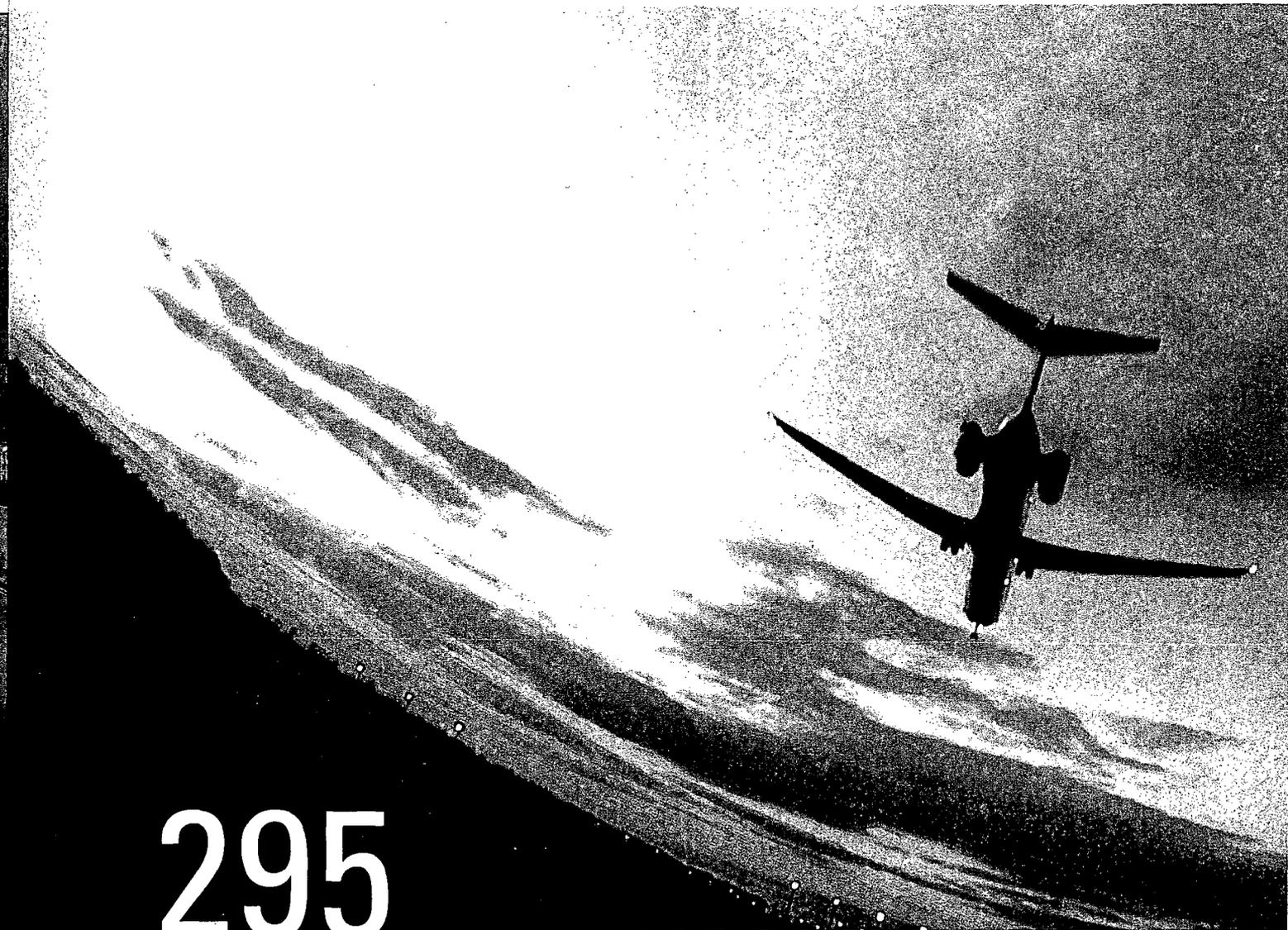
One example of such promising links is the recently founded Bavaria-India Center. Forming part of Hof's University of Applied Sciences, the Center provides insights into and contacts



*Invest in Bavaria was set up by the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology to provide investors from abroad with a partner capable of answering all their questions and offering them all the services needed to get them started or keep them growing in Bavaria. These expert services are provided free of charge and without any red tape.*

*Invest in Bavaria takes the investors' wish lists and turns them into briefings showing how locations optimally meet their needs. Its services include providing data on these sites as well as on the state and the sector involved as a whole, along with arranging trips to these communities.*

**Invest in Bavaria will find you the best base in Bavaria.**



# 295

## destinations are served by Bavaria's airports.

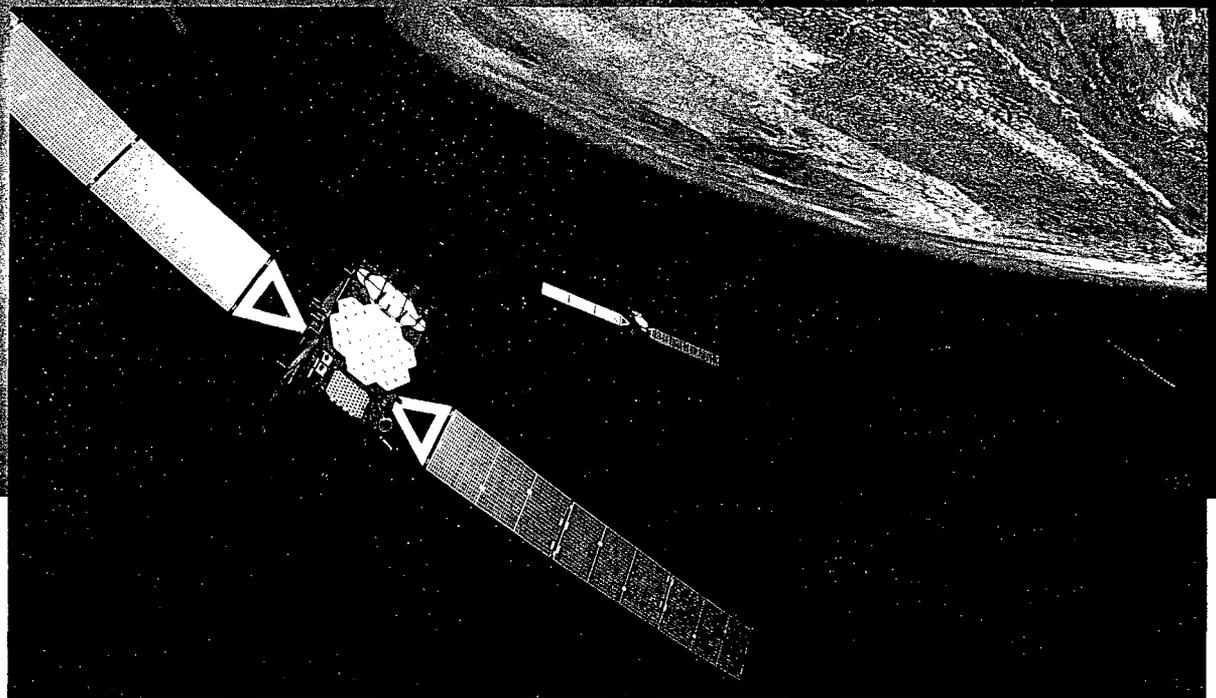
**One main reason to invest in Bavaria is the State's advanced infrastructure and the speed, security and volume of mobility it provides for people, freight and data to all corners of the world – whether by road, rail, air or water. 41,866 kilometers of expressways, highways and trunk roads connect even the remotest places with the major urban centers.**

**In Bavaria you are connected with the world – with every means of transport.**

State-of-the-art information and communications technologies ensure the high-speed, global transmission of data and information. Bavaria's broadband initiative seeks to provide fast Internet access throughout the state.

**Taking off with satellite navigation: Bavaria's number one sector**

Bavaria is today Europe's leading center for satellite-based navigation. The state's combination of earth observation and communications systems is giving rise to a spate of advanced technologies. These in turn will shape the futures of the tourism, logistics and other industries.



*Invest in Bavaria provides the services linking business communities in Bavaria with the rest of the world. These services include organizing stands at key international trade fairs to showcase Bavaria and its excellent market-making technologies. At these events, Invest in Bavaria also serves as an initial point of contact and information for international companies.*

*Our partner Bayern International sets up communal stands providing the state's SMEs (small and medium-sized enterprises) with easy and efficient ways of participating in such trade fairs.*

*Invest in Bavaria doesn't stop there. It has also set up 22 liaison offices round the globe. Located in the world's major centers of business, these provide local business communities with the information and services they require to do business in and with the state.*

**Invest in Bavaria connects state and world business.**



# 11,583

technology companies, all ready to create an ideal climate for growth and innovation.

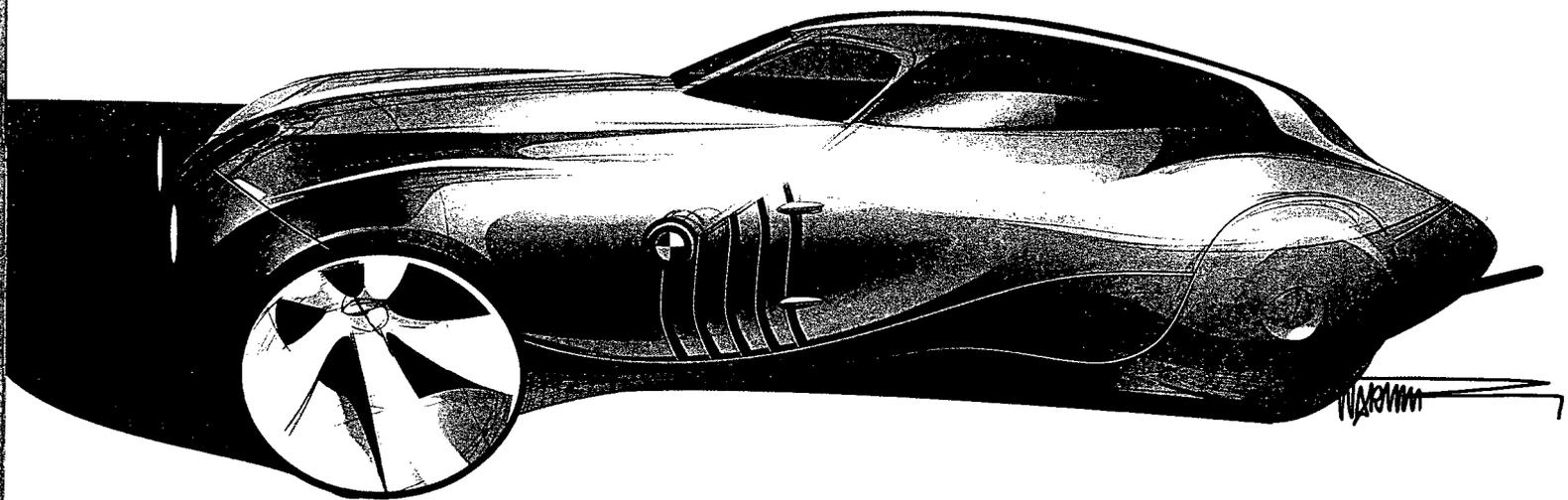
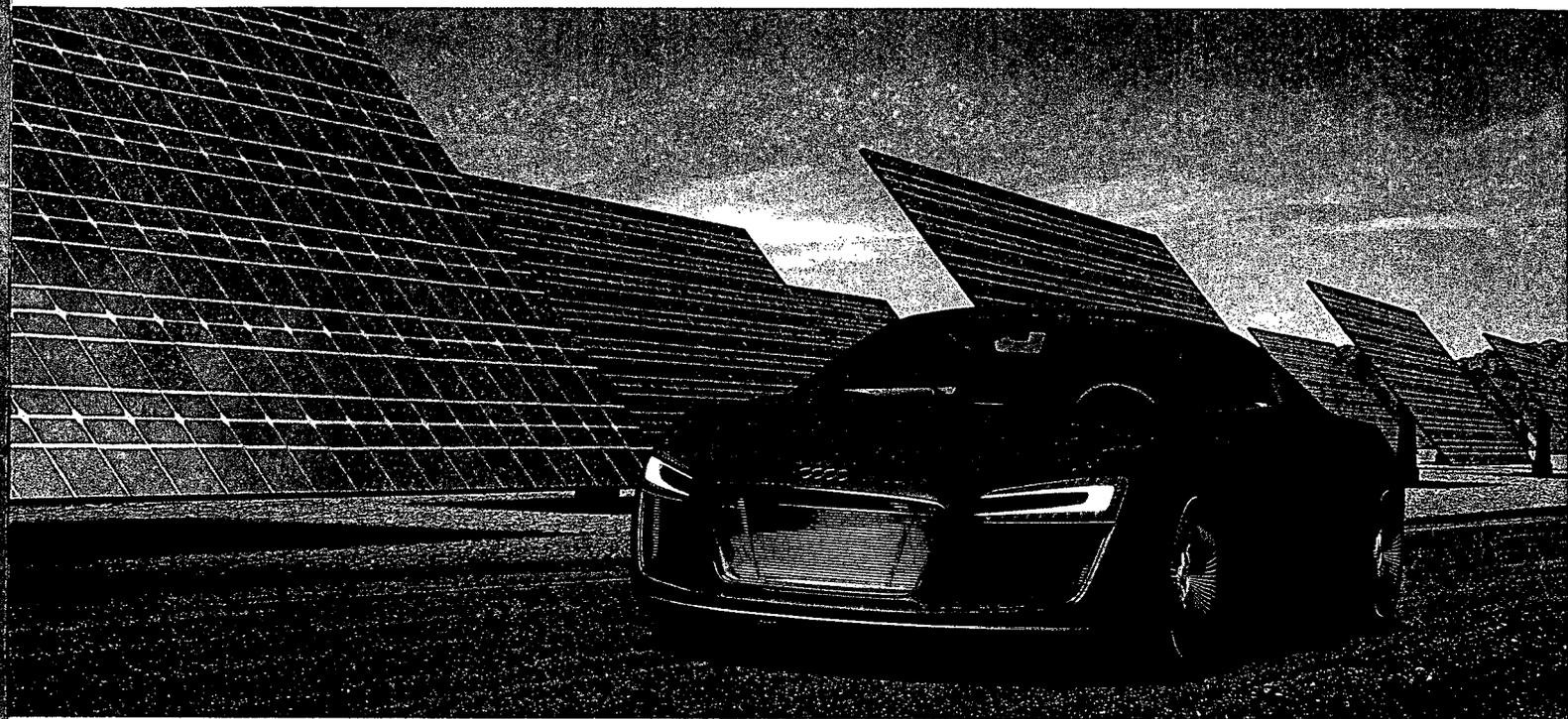
**There's a very simple reason why more than 1,500 foreign companies have set up research, production, distribution and other facilities in Bavaria. These international companies have taken a good look at the numbers. Start with the number one rankings of Bavaria's ICT, life sciences, energy technology and aerospace communities. Behind these rankings: the communities' track record of turning out pioneering technologies. Case-in-point: Bavaria's aerospace sector, which was at the forefront of the transition from planes to rockets and from rockets to satellite-based services.**

#### **Electromobility – future-pointing technologies from Bavaria**

The Federal Government has launched a National Electromobility Development Plan, the aim of which is to get one million electric automobiles on the road by 2020. Bavaria has made good progress in reaching this goal: the hybrid bus developed by MAN and Siemens has already been tested successfully in Nuremberg's local public transport system and is

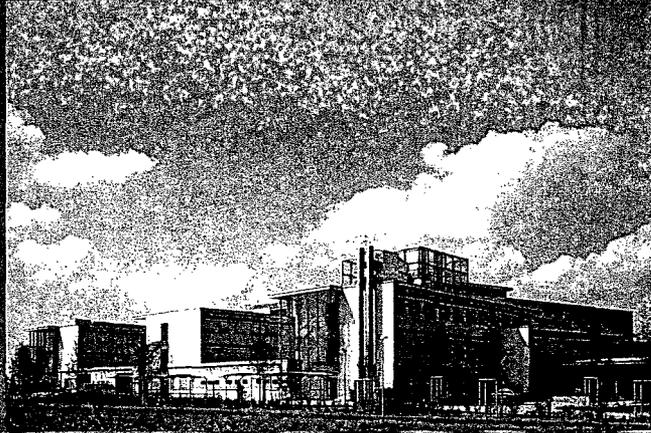
a particularly good example of high-tech from the region as well as of applications-oriented research.

Bavaria is also considered to be a nucleus for innovation when it comes to the development of low-emission automobiles by such renowned automobile manufacturers as Audi and BMW, so here too it is making an important contribution towards climate protection.



*Invest in Bavaria is looking forward to including you in its business network of international Bavarian companies. We will be glad to arrange access to business forums and relevant industry-related meeting points addressing these future-oriented technologies – with your particular line of business in mind.*

**Invest in Bavaria sets up contacts.**



# 258,839

students and a worldwide reputation of excellence: Bavaria's universities.

**One reason why Bavaria's companies are so successful is the state's large pool of specialists and other highly qualified personnel. Many of them are graduates from Bavaria's dual system of vocational training, which combines classroom learning with on-the-job training. The system produces people capable of optimally taking on the responsibilities entrusted to them.**

**Bavaria's system of higher education: an international benchmark for quality**

Others are graduates of the state's 9 universities, 17 universities of applied sciences and 6 state academies of art. The courses offered are international in scope, this being guaranteed by the programs having the backing of a Bavarian university and an international partner. There are now 77 such programs providing graduates with degrees valid in both of the countries involved.

**Bavaria's research community: large, diverse and renowned**

Research in Bavaria is also carried out by the state's 12 Max Planck Institutes, 7 Institutes of the Fraunhofer Society and 3 large-scale Helmholtz research facilities. It all adds up to one of the world's major centers of research.



*The services offered by Invest in Bavaria do not stop at offering a site that meets the needs and wishes of the investor. Quite the opposite. The close working relationship we maintain with Germany's Federal Employment Agency enables us to help companies recruit their personnel. The technology transfer portal set up by Bavaria's institutions of higher education puts companies in touch with Bavaria's scientists and their institutes, giving them access to the research, personnel and data they need.*

*Another service offered by Invest in Bavaria for companies: we help them set up special-purpose educational programs. This service involves working with the state's Chambers of Commerce and Industry in creating occupations and the accompanying training courses tailored precisely to their corporate requirements.*

**Invest in Bavaria puts you in touch with Bavaria's institutions of higher education, and with their researchers, graduates and partners.**



## Clusters are Bavaria's answer for optimal interaction between science and industry.

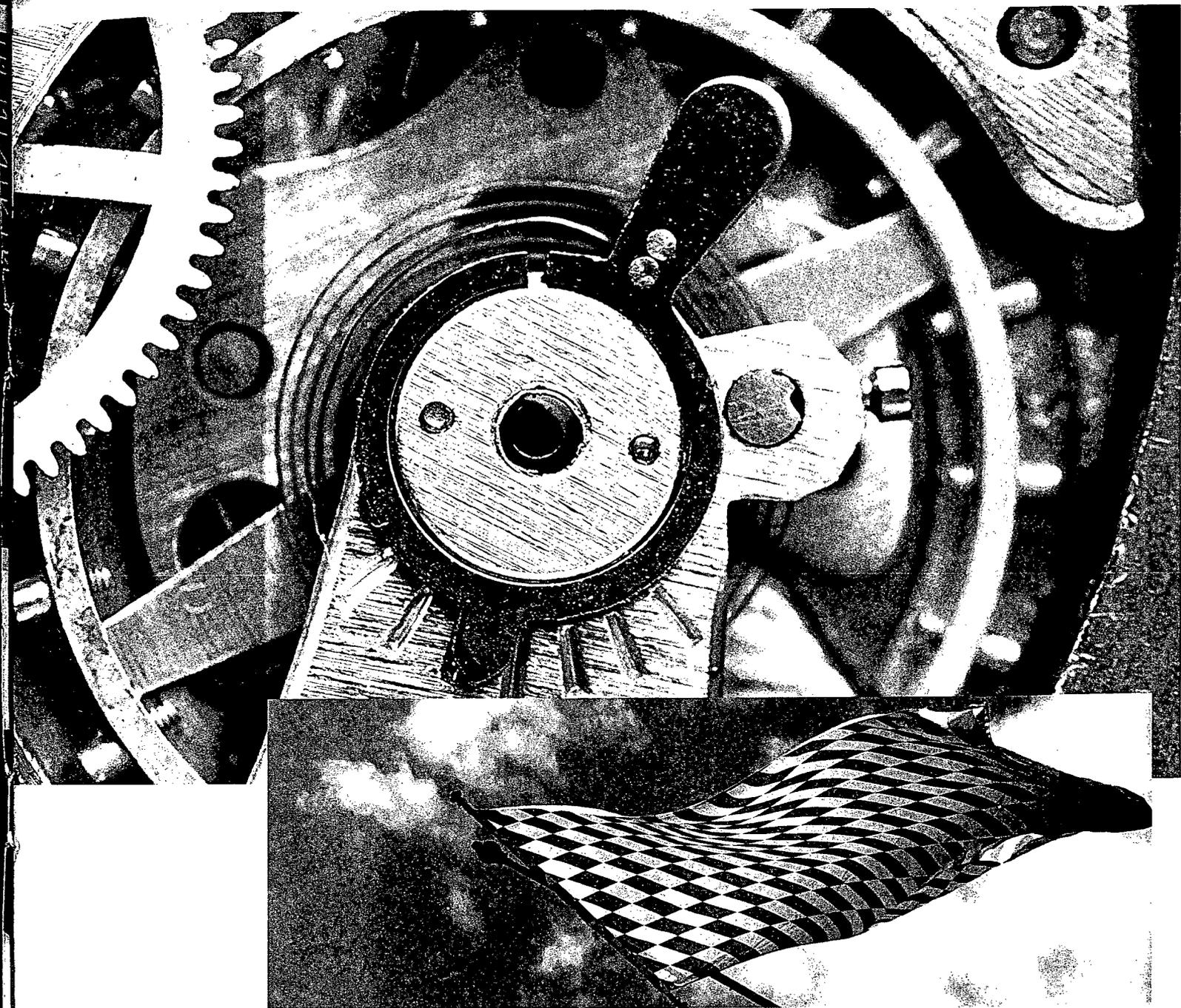
**Companies based in Bavaria benefit from the structural interaction of science, research and industry, know-how transfer and cross-sectoral networks, as well as from the interaction of major companies and small and medium-sized enterprises. The Cluster Initiative launched by the Bavarian State Government encourages and supports this approach.**

### **Networks use development potential**

19 state-wide clusters represent 19 key industrial sectors and fields of technology. The Bavarian Cluster Initiative is founded on two pillars: the first is geared towards developing and strengthening state-wide networks among companies, universities, research institutions, but also service providers and investors. The second regional pillar supports and boosts the development potential of the regions on a cross-sectoral basis.

### **research + development = new products and business opportunities**

The aim of the cluster campaign of the Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology is to network industry and science with a view to boosting productivity, strengthening value-added chains and speeding up the transfer of technologies created by Bavaria's research facilities. Another number to bear in mind: the 13,500 patents applied for each year by Bavaria's inventors. Their innovations include everything from solar components to adjustable brackets for mountain bike seats.



*Invest in Bavaria is looking forward to putting you in touch with the state of Bavaria, its companies and their associations and networks, as well as its state, regional and local government bodies and agencies. To provide you with in-depth information about state sectors and markets – and tips on how best to enter and expand these markets – we work with partners like Bayern International, Bayern Handwerk International and the Bavarian Research Foundation. Contact us. We'll put you in touch with the people you need to talk to.*

**Invest in Bavaria puts you in touch with Bavaria's technology community.**



6,600

hectares of Bavarian countryside  
are a nature reserve.

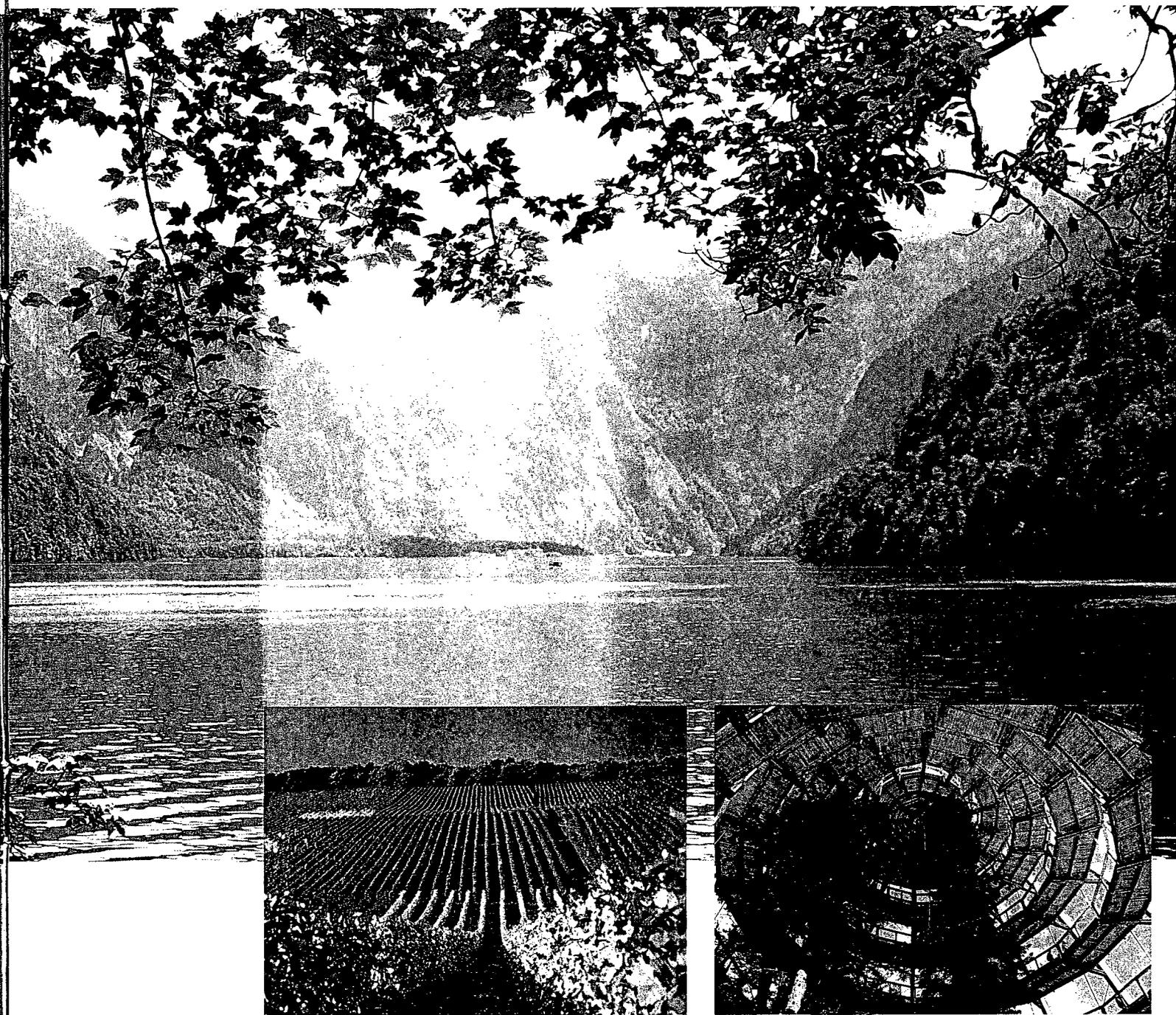
**Under its white-and-blue skies, Bavaria is a state rich in history and culture; Albrecht Dürer worked in Franconia, the Fuggers in Augsburg, while the Wittelsbach dynasty made Bavaria a showcase to be proud of. This is where King Ludwig II built his fairytale palaces, the artists of the Blauer Reiter (Blue Rider) art group found their motifs, Bert Brecht his stories and Richard Wagner his inspiration.**

**Places to appreciate nature – and enjoy life**

This is a countryside as wide-ranging as its culture, where flora and fauna enjoy the ultimate in protection. Bavaria's 18 national parks and numerous nature parks and conservation areas encompass many of the state's mountain ranges, forests, moors, lakes and marshes and long stretches of its rivers. This protection has ensured the survival and return of such endangered species as the lynx, the wildcat and the

**Going to Bavaria for green vacations –  
and a healthy lifestyle**

This mix of historical and natural attractions as well as healthy and healthful environments explains why Bavaria is Germany's most popular tourist destination. In 2009 alone, the state registered 75.2 million guests at its hotels or on its campsites. Great importance is attached to environmental protection. Tourists as well as state residents visit state farms, many of



*The state's healthy economy and healthful environment form key parts of Bavaria's proverbial high quality of life. This in turn has proved to be a major incentive encouraging companies to invest in the state – via Invest in Bavaria. Among our many successes are the research centers set up by Google and Olympus, the relocations of the headquarters of Linde and Sandoz to Munich, and the establishment of GE's Healthcare Commercial Center in the state.*

*Invest in Bavaria's outreach to the international business community starts with the services and information supplied by our offices located in 22 of the world's most important business centers and it extends to the international trade fairs and conferences in which we take part. Our services include the organization and facilitation of press conferences and trips, seminars for investors and visits to and by companies.*

**Invest in Bavaria puts you in touch with business and living space.**



offices worldwide and our headquarters  
in Munich are looking forward to hearing  
from you.

***Invest in Bavaria – The Business Promotion Agency of the Bavarian Ministry of Economic Affairs, Infrastructure,  
Transport and Technology and of Bayern International GmbH***

***Personally represented in 22 countries***

*Our aim is to make it as easy as possible for you to establish contact with potential partners. That is why we have set up 22 offices round the world – from Moscow to San Francisco, Tokyo to Bangalore, where we will answer your questions, arrange contacts, organize meetings at suitable trade fairs or even visit you in your company. Give us a call or write us a line.*

**HEADOFFICE**

Dr. Johann Niggel  
Prinzregentenstr. 28  
80538 Munich  
Tel.: +49 89 2162-2642  
info@invest-in-bavaria.de

**EUROPE**

**BULGARIA**  
Dr. Mitko Vassilev  
c/o German-Bulgarian Chamber  
of Industry and Commerce  
F.J. Curie Str. 25 A  
1113 Sofia  
Tel.: +359 2 8163010  
m.vassilev@ahk-bg.org

**ISRAEL**

Godel Rosenberg  
c/o Israeli-German Chamber of  
Industry and Commerce  
4, Kaufmann St., Sharbat House  
68012 Tel Aviv  
Tel.: +972 3 6806807  
bayern@ahkisrael.co.il

**CROATIA**

Dr. Peter Presber  
c/o German-Croatian Chamber of  
Industry and Commerce  
Zamenhoffova 2  
10000 Zagreb  
Tel.: +385 1 6311-600  
bayern@ahk.hr

**AUSTRIA**

Thomas Gindele  
State of Bavaria – Austria Office  
c/o German Chamber of  
Commerce in Austria  
Schwarzenbergplatz 5 Top 3/1  
1030 Wien  
Tel.: +43 1 545 14 17-32  
thomas.gindele@dhk.at

**POLAND**

Lars Bosse  
c/o German-Polish Chamber of  
Industry and Commerce  
ul. Miodowa 14  
00-246 Warsaw  
Tel.: +48 22 5310-500  
hgf@ihk.pl

**ROMANIA**

Marko Walde  
c/o German-Romanian Chamber of  
Industry and Commerce  
Str. Clucerului 35, et. 2  
011363 Bucuresti  
Tel.: +40 21 2079165  
walde.marko@ahkrumaenien.ro

**RUSSIA**

Galina Schirjaewa  
c/o Association of German Chambers  
of Industry and Commerce  
Haus der Deutschen Wirtschaft  
1. Kasatschi per., 7  
119017 Moscow  
Tel.: +7 495 23449-86  
info@bayern.ru



#### CZECH REPUBLIC

Bernard Bauer  
c/o German-Czech Chamber of  
Industry and Commerce  
Václavské nám. 40  
110 00 Praha 1  
Tel.: +420 2 24221200  
info@dtihk.cz

#### TURKEY

Marc Landau  
State of Bavaria – Turkey Office  
c/o German-Turkish Chamber of  
Industry and Commerce  
Yeniköy Cad. No. 88  
34457 Tarabya-Istanbul  
Tel.: +90 212 363-0500  
info@dtr-ihk.de

#### UKRAINE

Karin Rau  
c/o Association of German Cham-  
bers of Industry and Commerce  
Wul. Puschkinska 34  
01004 Kiev  
Tel.: +380 44 2345595  
dihk@dihk.com.ua

#### HUNGARY

Gabriel A. Brennauer  
c/o German-Hungarian Chamber  
of Industry and Commerce  
Lövház u. 30  
1024 Budapest  
Tel.: +36 1 345-7637  
info@ahkungarn.hu

#### AMERICA

##### BRAZIL

Martin Langewellpott  
c/o German-Brazilian Chamber  
of Industry and Commerce  
Rua Verbo Divino 1488  
04719-904 São Paulo  
Tel.: +55 11 5187-5100  
bayern@ahkbrasil.com

##### CANADA

Daniel Curio  
State of Bavaria – Québec Office  
1501, Ave. McGill Collège,  
Suite 2060  
Montréal, (Québec) H3A 3M8  
Tel.: +1 514 985-6520  
info@baviere-quebec.org

##### MEXICO

Christian Weber  
c/o German Mexican Chamber  
of Commerce and Industry  
German Centre  
Av. Santa Fé 170, Piso 1  
Oficina 4-10  
Col. Lomas de Santa Fé  
01210 México D.F.  
Tel.: +52 55 1500-5905  
bayern@ahkmexiko.com.mx

##### USA (NY)

Dagmar A. Cassan, MBA  
State of Bavaria –  
United States Office  
560 Lexington Avenue, 17th Floor  
New York, NY 10022  
Tel.: +1 212 317-0588  
info@bavaria.org

#### USA (WEST COAST / SF)

Dr. Lucie E. Merkle  
State of Bavaria –  
United States Office  
West Coast Division  
388 Market Street, 10th Floor  
San Francisco, CA 94111  
Tel.: +1 415 362-1001  
lemerkle@bavaria.org

#### ASIA

##### CHINA

Manuel Rimkus  
State of Bavaria –  
Shandong Office  
Rm. 1116, Hisense Tower  
17 Dong Hai Xi Road  
266071 Qingdao  
Shandong Province  
Tel.: +86 532 86671796  
bayern@bayern-shandong.com.cn

##### INDIA

John Kottayil  
State of Bavaria – India Office  
Prestige Meridian 2  
12th floor, Unit 1201  
30, MG Road  
Bangalore – 560001  
Tel.: +91 80 4096-5025  
john.kottayil@invest-in-bavaria.in

##### JAPAN

Dr. Christian Geltinger  
State of Bavaria – Japan Office  
AIG Building, 14F  
Marunouchi 1-1-3, Chiyoda-Ku  
Tokyo 100-0005  
Tel.: +81 3 3214-1264  
bayern@bayern-japan.org

#### VIETNAM

Jan Noether  
c/o AHK  
5th Floor, Somerset Chancellor Court  
21–23 Nguyen Thi Minh Khai Street  
District 1  
Ho Chi Minh City  
Tel.: +84 8 38239775  
noether.jan@vietnam.ahk.de

#### UNITED ARAB EMIRATES

Dr. Dalia Abu Samra-Rohte  
c/o German Industry and  
Commerce Office Abu Dhabi  
Abu Dhabi Mall, East Tower  
1st Floor, Office No. 104  
Abu Dhabi  
Tel.: +971 2 6455200  
bavaria@ahkuae.com

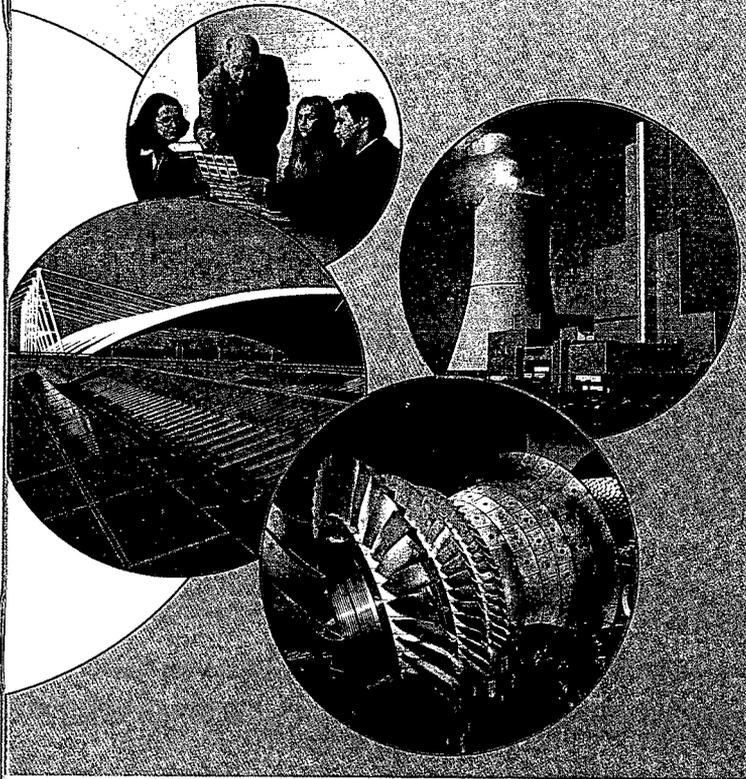
#### AFRICA

##### SOUTH AFRICA

Matthias Boddenberg  
c/o Southern African-German  
Chamber of Commerce  
and Industry  
47 Oxford Road  
2193 Forest Town  
Johannesburg  
Tel.: +27 11 486-2775  
bavaria@germanchamber.co.za

2

## Energy Technology Cluster – The key to sustainable development



[www.cluster-energietechnik.de](http://www.cluster-energietechnik.de)

This material is circulated by the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology Office for Economic Development on behalf of the State of Bavaria, Federal Republic of Germany. Additional Information is on file with the Department of Justice, Washington, D.C.





**Prof. Dr. Jochen Fricke**  
Spokesman Energy Technology Cluster



**Dr.-Ing. Klaus Hassmann**  
Spokesman Energy Technology Cluster

In Bavaria, energy technology, and particularly the power generation technology, is an important economic factor with more than 105,000 employees and approximately 450 enterprises. Bavarian enterprises belong to the know-how carriers at national as well as international level. There are additional potentials to be developed in the field of power generation with conventional power plant technologies as well as in the field of photovoltaics as a form of renewable energies.

The Bavarian State Government sets further impulses with the Cluster Initiative 'Allianz Bayern Innovativ' to increase the competitiveness of Bavarian enterprises and research institutes.

By establishing and extending cluster structures the cooperation amongst enterprises as well as cooperations with scientific institutes will be intensified, thus improving the competence of the energy sector. The main approach of the energy technology cluster is to further intensify existing network structures, from across Bavaria and to link them to national and international settings.

## Energy Technology Cluster



*Dipl.-Ing. Constantin Schirmer*  
Cluster manager Energy Technology  
Bayern Innovativ GmbH

It is essential to reach the relevant enterprises and institutes and to raise the awareness and interest of employees of all management levels for networks and clusters.

The range of cooperation platforms is expanded and specified by newly designed cluster meetings. These cluster meetings are tailored to specific topics and target groups, and designed to an intensive on-the-spot communication with companies and institutes.

Cooperations between plant engineers, suppliers and power authorities are initiated, accompanied and implemented from the realisation of products to marketing at an international level. Professional communication via electronic media accompanies this process. Besides, there is a close linkage with other cluster portals as well as with the networks of Bayern Innovativ GmbH (e.g. the Bavarian Energy Forum).

The initiation and steering of pilot or project studies answer the interests of science and industry.

The **Energy Technology Cluster** is based on the input of its stakeholders and partners. Therefore, we would like to invite you to play an active part in the cluster, in order to improve competitive environment.

# Energy Technology Cluster - The key to sustainable

## Focus

- Efficient cross-linking of companies and scientific institutes in Bavaria, with their competences in the energy sector
- Identification and initiation of business relevant cooperative projects to create added value on a regional level, integrating national and international partners
- Transparent, comprehensive and attractive presentation of Bavaria in the field of energy technology
- Use of synergetic effects by linkage with other clusters, networks and institutions



## Target group

- Companies in the energy technology sector, such as plant engineering, suppliers, installation industry and power authorities
- Service providers in the field of engineering, IT and communications
- Universities and research institutes
- Associations and government agencies, certification organisations
- Financing institutions

### Subject areas

■ **Conventional power  
plant technologies**

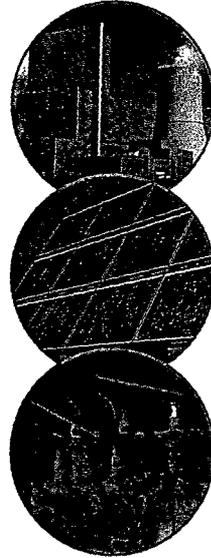
increase in efficiency and  
emission reduction

■ **Photovoltaics**

increase in efficiency and  
cost reduction

■ **Nuclear energy**

flanking political discussions,  
sustaining the knowhow



### New prospects

- Cluster meetings at companies and institutes to experience energy competence on-site
- Conceptual design of cooperation fora and symposia for cluster relevant issues
- Congresses and fora of the Bavarian Energy Forum
- Initiation and implementation of market relevant cooperation projects by the cluster management
- Joint stands at cluster relevant fairs
- Linkage to other clusters, networks and institutions

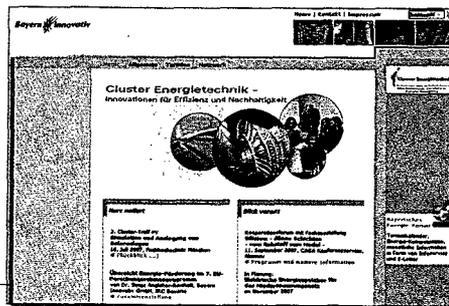
# Innovations

for efficiency and sustainability

## Access to the Energy Technology Cluster

- Participation at meetings of the energy technology cluster
- Participation at congresses and cluster fora
- Submission of suggested topics and projects to the cluster management
- Participation at joint fora with other clusters
- Active use of the web portal

[www.cluster-energietechnik.de](http://www.cluster-energietechnik.de)



- ◆ Latest information about companies, projects and events within the cluster
- ◆ Cluster news
- ◆ Information about current activities

## Fax Reply



Allianz Bayern Innovativ | Eine Initiative  
der Bayerischen Staatsregierung

To: Bayern Innovativ GmbH,  
Cluster Energy Technology

Fax: +49 911-20671-766

- I am interested in regular information from the Energy Technology Cluster, especially:
- Photovoltaics
  - Conventional power generation technologies
  - Nuclear energy

### Address Please print clearly

.....  
Title, Name, Surname

.....  
Company / Institute

.....  
Department

.....  
Street, Number

.....  
Postcode, City

.....  
Telephone, Fax

.....  
E-Mail

### Information about your company/institution

- |  |   |
|--|---|
| <input type="radio"/> Power supply company                         | <input type="radio"/> Component supplier                    |
| <input type="radio"/> Energy storage                               | <input type="radio"/> Multiplier                            |
| <input type="radio"/> Research & development                       | <input type="radio"/> User                                  |
| <input type="radio"/> Consulting                                   | <input type="radio"/> Plant engineering & construction      |
| <input type="radio"/> ICT / data processing                        | <input type="radio"/> Power distribution                    |
| <input type="radio"/> Energy conversion<br>(electricity / thermal) | <input type="radio"/> Business in the following industries: |
| <input type="radio"/> Others:                                      |   |
- .....

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## Contact



Allianz Bayern Innovativ | Eine Initiative  
der Bayerischen Staatsregierung

### Energy Technology Cluster

An integral part of the Initiative „Allianz Bayern Innovativ“  
by the Bavarian State Government

### Cluster Spokesman

Prof. Dr. Jochen Fricke, fricke@zae.uni-wuerzburg.de  
Dr.-Ing. Klaus Hassmann, klaus.hassmann@gmx.de

### Cluster Management

Bayern Innovativ GmbH  
Gewerbemuseumsplatz 2  
90403 Nuremberg

Dipl.-Ing. Constantin Schirmer  
Tel.: +49 911-20671-156  
Fax: +49 911-20671-5156

E-Mail: cluster-energietechnik@bayern-innovativ.de  
Internet: www.cluster-energietechnik.de

### Advisory board

Advisory boards will be established as project-oriented expert panels

### Bayern Innovativ

**Bayern Innovativ GmbH** is a publicly held company initiated by the Bavarian State Government. In 1995 it was jointly set up by politicians, science and industry as a corporation for innovation and technology transfer, located in Nuremberg.

Through intensive contact to the industry and developed customer orientation, Bayern Innovativ is the driving force for the expansion and intensification of co-operations between companies across technologies and branches as well as for co-operations between science and industry.