



COMPETENCE FOR
INTERNATIONAL
BUSINESS

Preface



Bavaria is one of the world's highest performing locations for business and innovation. After overcoming the economic crisis, the Free State of Bavaria remains strongly involved in the global economy. Turnover generated in growth markets will continue to be essential

in securing Bavaria's wealth. In order to maintain and extend Bavaria's top position, the Bavarian government encourages export activities and provides support especially for small and medium-sized Bavarian enterprises in entering new markets abroad.

An important and successful instrument for the promotion of Bavarian foreign trade is Bayern International. It supports and advises the Bavarian Ministry of Economic Affairs in the development of new initiatives and the implementation of foreign trade programmes. With a range of practical support programmes that are especially designed for the needs of small and medium-sized enterprises, Bayern International facilitates the tapping of export potential.

Benefit from the export promotion programmes provided by Bayern International!

Martin Zeil
Bavarian Minister
of Economic Affairs, Infrastructure, Transport and Technology



Small and medium-sized enterprises, that are the foundation of the Bavarian economy, need to demonstrate innovation and flexibility (in their range of products and services) in order to hold their own in the growing competition on today's globalised markets. This is as true today

as it was in the past. Being a leader in its domestic market does not suffice to secure a company's existence. It is necessary for the company to go international, and to thus take on the ever-greater number of competitors ensuing from a globalized world.

Since 1996, Bayern International, a corporation established by the government of the state of Bavaria, has been offering the state's companies a wide range of go-international services and programs. These facilitate Bavarian companies' entries into existing and emerging markets.

Provided with associates from both Germany and from abroad, these services put companies in touch with decision-makers and potential business partners, and enable the companies to showcase their products at the world's leading trade fairs. We also help develop Bavaria's economy by supplying services-including the establishing of contacts to state companies-to non-German companies looking to set up operations in Bavaria. The ultimate objective of our activities: ensuring that the world continues to associate 'Bavaria' with 'quality' and 'innovation'.

Hans-Joachim Heusler
Managing Director Bayern International



Going international. Staying Bavarian.

In 1995, the government of the state of Bavaria founded Bayern International. To do such, the government employed the proceeds stemming from privatization of state holdings and channeled through its "Campaign for Bavaria's future". This new corporation was given the brief of developing the international activities of the state's business community.



Working closely with our partners in the state government and in the state's business community, we help Bavaria's SMEs and other companies enter markets outside Germany and thus exploit the opportunities arising from globalization. Our services secure jobs in Bavaria.

Going abroad. Arriving at your future.

Many of Bavaria's companies have traditional business philosophies and activities. Others are high-tech. All need to enter the important markets existing and emerging abroad. This entry, however, gives rise to new challenges. The best way to master them is to avail yourself of the support supplied by an experienced and professional partner forming part of an international network.

Our team is comprised of persons holding a wide range of expertise and with years of experience in setting up and maintaining contacts and networks comprised of business organizations in Germany and abroad. This expertise and these contacts ensure Bavaria's companies of being put in touch with business associates needing and wanting their offerings, and of being

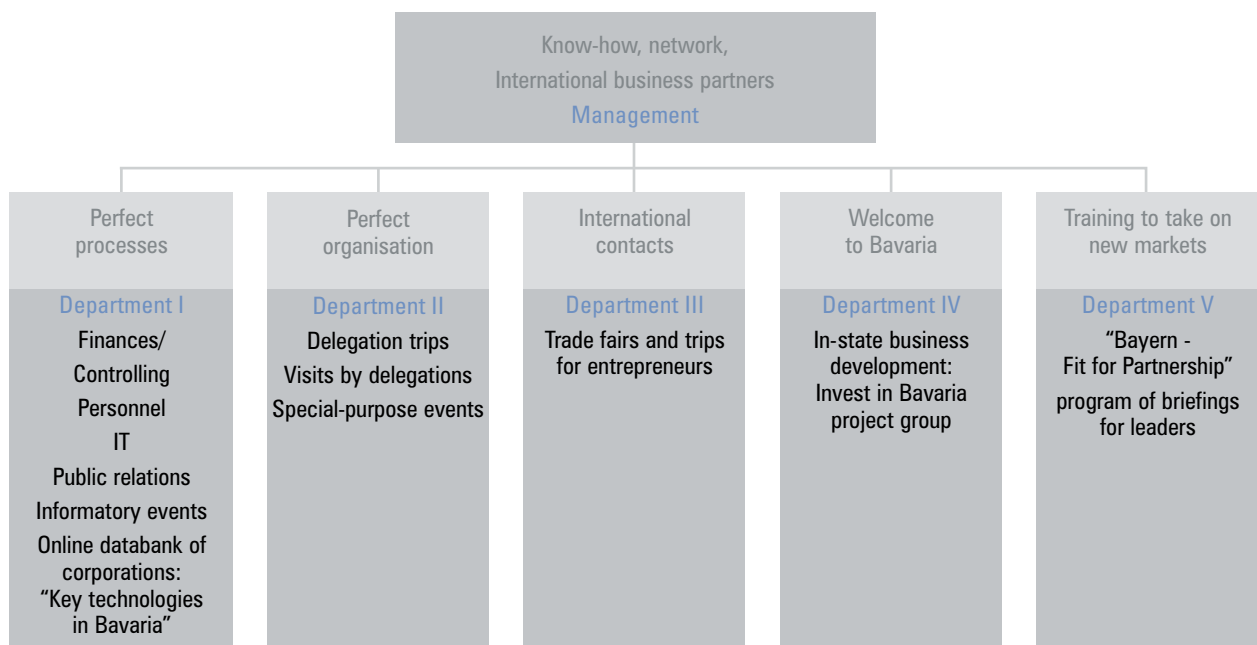
part of platforms enabling them to optimally showcase these products and services. The breadth and diversity of our services increase Bavarian companies' chances of successfully entering and operating in international markets. The services also facilitate non-German companies' establishing of operations in Bavaria.





Dates and facts.

Owner	the state of Bavaria (100%)
Supervisory board	representatives of Bavaria's ministries and of business organizations
Founding	December 1995 (launching of business operations in March 1996)
Staff members	approximately 43
Funding	from the state budget and from programs launched by Bavaria's ministry of economic affairs, infrastructure, transport and technology
Corporate objectives	carrying out operations forming part of Bavaria's international-level and in-state business development activities
Certification	Bayern International is the first business development corporation in Germany to have been awarded the certification attesting to its "adhering to DIN ISO 9001"







Our services. Your operating edge.

Implementing our commission from the government of the state of Bavaria, we offer a range of programs designed to ease and expedite companies headquartered in Bavaria's successful entry into non-German markets. Non-German companies can also avail themselves of these offerings.

With Bayern International to the world's leading trade fairs
Our team has many years of experience in organizing participations in trade fairs, no matter where in the world they may be held. For Bavaria's companies, this participation can take the form of being part of a multiparty stand maintained by Bavaria's economics ministry and Bayern International.

Trips to the markets of the future

We stage delegation trips bringing Bavaria's companies, accompanied by leading members of the state government, to markets outside Germany. These trips provide the companies with a way of getting in-market briefings. These trips are complemented by those staged by Bayern International for entrepreneurs wanting to enter important markets outside Germany. Not accompanied by members of the government, these trips are also designed to enable the entrepreneurs to get in-depth and on-site information about their markets of interest—and about potential partners in them.

Become a know-how partner

One thrust of our ongoing business training operations is bringing non-German executives to Bavaria, so as to conduct in-state dialogues with local companies. Located at the end of this

brochure, the section on "Bayern-Fit for Partnership" will tell you how you can procure hands-on solutions to your company's problems.

On-line to a world of contacts

It doesn't cost anything and it puts Bavaria's companies and institutions in touch with the entire world—filling out an entry in our databank: www.key-technologies-in-bavaria.com. Use this databank to find your partners in Bavaria. Further information is provided in this brochure's section on "Key technologies in Bavaria".

Welcome to Bavaria

Bavaria is a stable, innovative and reliable place to do business. That's the way the world sees our state, and that they do so is partially thanks to our worldwide business development activities. This perception has led a large number of companies to set up operations in Bavaria. This brochure's section on "Invest in Bavaria" will tell you why Bavaria is such a great place in which to do business—and about the services getting you started in our state.



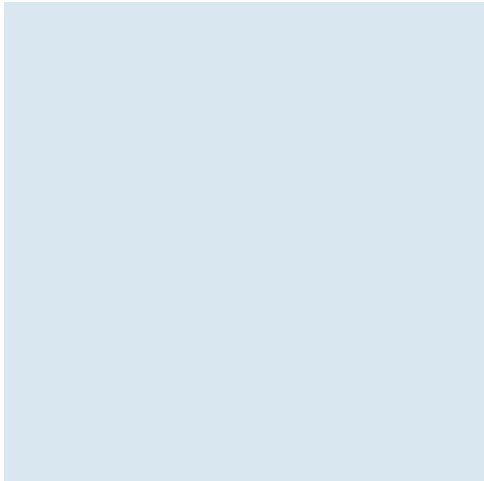
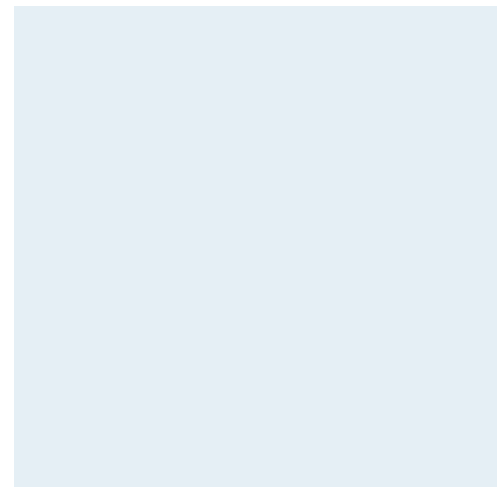
Benefit from our export promotion programmes:

Initiate contacts on delegation trips, present your company with “Bayern – Fit for Partnership”, participate in trade fairs worldwide, gather information on entrepreneur trips, or promote your company online.



The financially supported trade fair participation programme is a cost-effective and well organised way to identify and tap new markets, and a great opportunity to make Esinomed GmbH known in various foreign markets. The fact that the most diverse Bavarian companies are represented at a single unified booth attracts high numbers of visitors and is also an ideal way to showcase the products “Made in Germany”.

Sandra Seywald, International Sales Manager of Esinomed GmbH, has participated with Bayern International at trade fairs e.g. in Indonesia and the UAE.



In order to enter new markets it is of great importance, especially for SMEs, to not only have good networks, but to also be in contact with decision makers from the foreign government. However, this is not possible without support from the German government. German politicians need to make use of their influence and their contacts to colleagues in the target countries and pave the way for entrepreneurs. This is why delegation trips with politicians and entrepreneurs, such as those organised by Bayern International, are so important: they serve as door openers.

Thomas Wüst, Managing Director of WÜCO GmbH, Munich, has participated with Bayern International in numerous delegation trips including Morocco, Brazil and Estonia.



TRADE FAIR PARTICIPATION PROGRAM

Fair value and fair prospects.

Trade fairs are a great way of presenting your wares to the companies and people wanting and needing them, and of forging contacts of great future importance. Our polls indicate that three quarters of the companies taking part in our trade fair participation program are highly satisfied with the results, and thus plan on repeating the experience. Nearly 80% report that our organizational and financial support enabled their attendance at the trade fairs. For 39%, their forming part of a Bavarian multiparty stand was their way of attending for the first time a trade fair in the country. Companies taking part in our trade fair program have four primary objectives: forging and maintaining contacts, getting to know the markets, and getting their companies better known.

Bavaria's trade fair participation program

Maintained by Bavaria's economics ministry, this program facilitates state companies' attending of more than 40 trade fairs a year. These are held in such high-potential regions as Eastern Europe, Asia, the Middle East and North America. Bayern International serves as the partner for Bavarian companies wishing to take part in this program. During the last few years, and thanks to it, more than 3.369 of these companies have attended 302 trade fairs staged outside Germany. Facilitated by Bayern International and business organizations, these participations led in many cases to successful entries into markets.

One program, many benefits:

- turnkey, attractively-designed stand
- great in-fair location
- state-of-technology communications infrastructure
- supply of in-depth information and of contacts to networks
- financial support

The Western Europe initiative

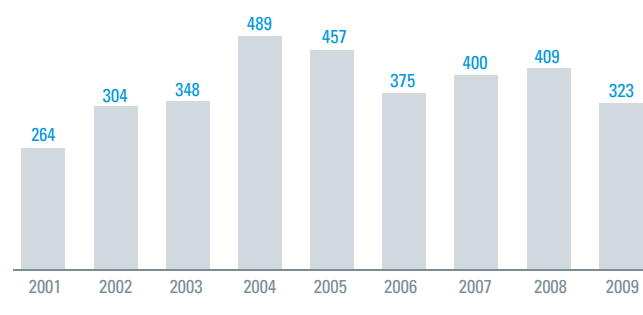
Europe itself offers a large number of business opportunities.

To exploit these, Bayern International and private-sector partners offer Bavarian companies a way of participating in trade fairs held in Western Europe (this offer does not include direct financial support). Companies participating profit from the savings in time resulting from the trade fair organization services, and from the use, on a free-of-charge basis, of the service facilities forming part of the multiparty stands.

Bavaria's centers of information and service provision

Welcome to the Bavarian centers of information and of service provision maintained at leading international trade fairs. Come around any time. These are the places to get to know Bavaria and its companies, and to forge contacts and conduct meetings with them. And all this in a relaxed and open setting—and with the services and support provided by our trade fair teams.

Exhibitors with Bavarian trade fair participation:



as of August 2010

DELEGATION TRIPS

A trip to success.

Delegation trips

In order to tap the many lucrative markets abroad, it is often vital that economic and political institutions work together in close cooperation. Delegation trips are accompanied by high-ranking representatives of the state government. They are designed to open the doors in countries showing a great deal of business potential. This forging of mission-critical contacts is especially important to SMEs. Bayern International handles the entire trip planning, with this including travel arrangements and the program of events in the country of destination.

Visits by delegations

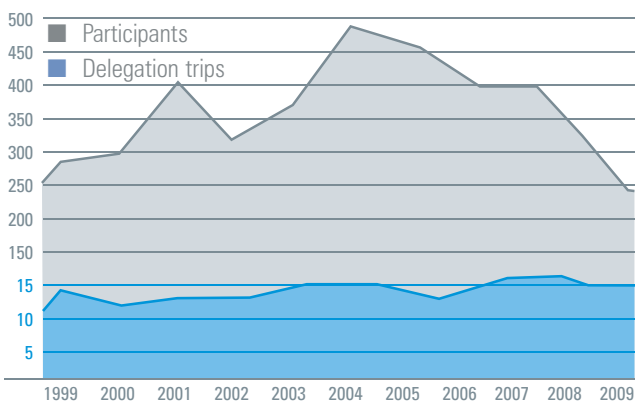
Responding to invitations issued by Bavaria's economics ministry, a large number of delegations, comprised of politicians and businesspersons, visit the state each year. Whilst in Bavaria, the delegations are received by the state government and by Bavaria's chambers of commerce and business associations. The delegations also pay visits to state companies. These give the delegations' members the opportunities to find areas of common business interest with the compa-

nies. Bayern International provides services facilitating the organization of the program and the fostering of contacts.

Special-purpose events

Organized by Bayern International on the basis of commissions issued by or arising through its working relationship with Bavaria's economics ministry, these events—held in both the state and abroad—offer state companies a great range of ways to get in touch with potential non-German business partners. Examples of such events are Bavaria's Business Days. At these, Bavarian companies secure briefings on non-German markets, and have the opportunity to exchange information with representatives of the region forming part of the guest country. The reception held on the anniversary of German reunification is staged on an annual basis by the country's German embassy and by Bavaria's economics ministry. This event gives you the opportunity of meeting, in festive surroundings, a large number of prominent politicians and businesspersons.

Number of companies participating in delegation trips:



as of August 2010

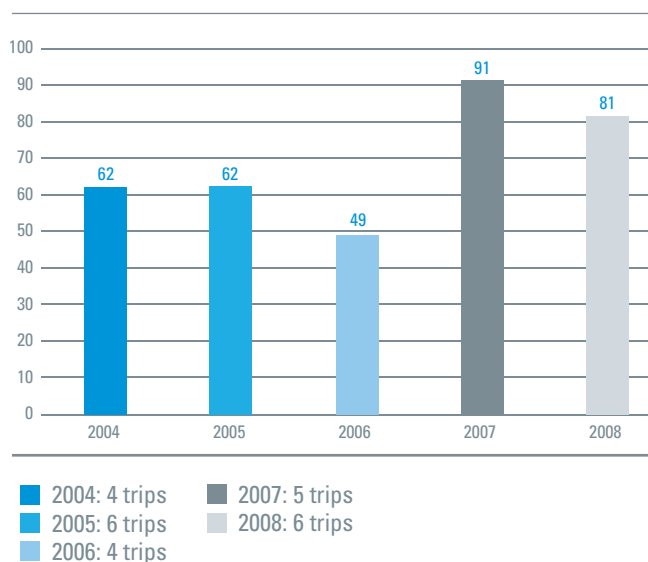
TRIPS FOR ENTREPRENEURS

Travel for businesses, travel to business.

Bayern International organizes two categories of trips for entrepreneurs. Number one is comprised of those which are multi-sector in focus. These provide Bavaria's companies with the opportunity of taking a first-hand look at markets of great promise. The objective of such trips to come up with assessments of the size of the market's potential and of its risks. The results inform the company's strategies of exporting. These trips also give companies the chance to forge initial contacts. These can then form the basis of subsequent export-related transactions. The other category has a single-sector focus. In this, companies encounter the associations, public sector organizations, ministries and companies from their

sector in the country which they are visiting. These trips provide the companies with insightful impressions of the sector and the opportunities which it offers in the country. The cores of such trips are often exchanges designed to foster working relationships or symposia. Trips for entrepreneurs offer a very cost and time-efficient way of gaining initial impressions of markets, and of forging the requisite contacts. A trip for entrepreneurs also often features such ancillary events as visits to trade fairs, to gatherings of associations, to companies and other items. Bayern International and its domestic and international partners handle the organization of trips for entrepreneurs.

Trips for entrepreneurs: number of participants 2004 - 2008





BAYERN – FIT FOR PARTNERSHIP

The road to doing business with decision-makers.

As part of the program initiated by Bavaria's ministry of economic affairs, infrastructure, transport and technology, Bayern International makes non-German businesspersons and administrators "fit for partnership" (prepared for partnership).

A large number of markets are characterized by both considerable needs for investments in businesses and infrastructure and by lacks of expertise in the deployment of advanced technologies. Remedying these lacks is the objective of "Bayern – Fit for Partnership". The first step towards accomplishing this objective was the determination of a select set of countries' needs for investment.

Forming part of Bayern International's activities since 2004, this program has since resulted in the staging of some 74 projects. These have entailed the holding of informatory events in Bavaria. Participants were more than 1200 international-level managers working for companies and for the publicsector. At these events, the managers encountered nearly 1319 Bavarian companies, and were briefed about state-developed technologies, methods of procedure, professional and trade skills, and industrial equipment.

Each year, Bayern International holds some 12 conferences. They are attended by decision-makers, and are held in Bavaria, so that the executives have the opportunity of informing themselves on the state-of-technology in such fields as health care, environmental engineering and construction. By securing the

participation of the appropriate experts in the fields, Bayern International configures its programs of education to meet the individual needs of its international guests. selected education experts.

This is how you benefit from participating in this program:

- You receive hands-on solutions to your problems and answers to your questions
- You get in-depth briefings about the most advanced technologies.
- You are put in touch, on a face-to-face basis, with Bavaria's companies and experts.

Bayern International offers you:

- matchmaking meeting your needs and wishes, thanks to our partners' having ascertained your areas of interest
- a start-to-finish, all-details organization of your visit, created in consultation with educational specialists and with Bavarian companies, and oriented towards participant needs and operating parameters
- optimally-structured groups through purposeful recruitment of participants and the setting of a suitable size
- support from experienced partners based in Bavaria and abroad
- handling of the process of participant invitation
- assumption by Bavaria's economics ministry of most of the costs incurred through the organization of the program

INVEST IN BAVARIA



Invest in one of the world's best business bases.

Bavaria is a business base of immense performance and potential. These stem from Bavaria's heart-of-Europe location, its high-capacity, highly developed infrastructure, the breadth and depth of its business community, the power of its research community, and its pool of highly-qualified personnel. Bavaria also has some of the world's most wonderful natural attractions and a highly diverse cultural life. The draw of these assets is shown by the steady rises in the number of foreign companies based in Bavaria. These are predominantly high-techs. Since 2001, Bayern International has been supporting the business development activities of Bavaria's ministry of economic affairs, infrastructure, transport and technology by maintaining the Invest in Bavaria project group. Invest in Bavaria provides its services to both companies planning on establishing operations in Bavaria, and to those already operating in the state and looking for new premises.

Invest in Bavaria provides you with:

- briefings on Bavaria, on its features, on state-supplied business development and other support
- services presenting you with possible locations and premises
- the one-on-one facilitation of your plans to set up or expand operations in Bavaria
- the arranging of contacts to the most important players in Bavaria.

Invest in Bavaria's team supplies its one-stop services on a life-of-project basis. This provision commences upon the investor's initial contact and extends to the post-investment phase.

KEY TECHNOLOGIES IN BAVARIA



Your key to Bavaria.

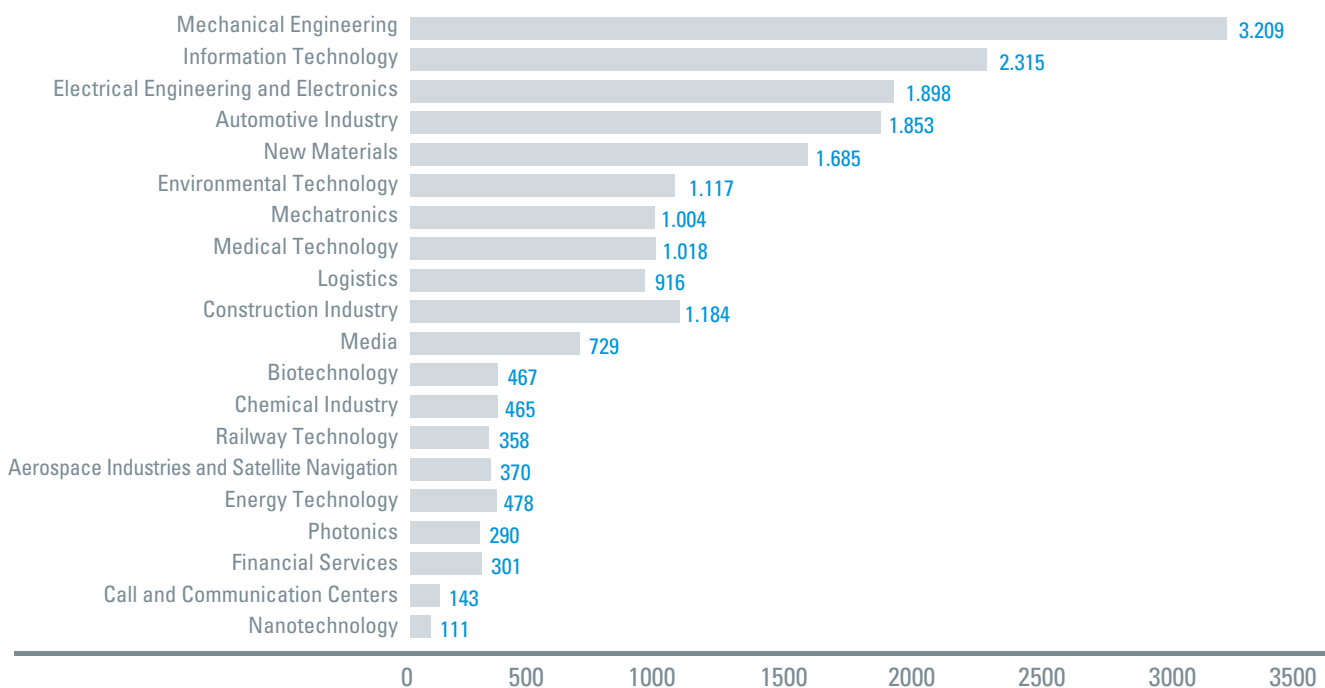
Set up by Bayern International and maintained in German and English, this on-line database provides, on a free-of-charge basis, briefings on international-minded Bavarian companies and institutions. Maintained and updated on a 24/7 basis, the database contains entries on 20.000 Bavarian companies and institutions. These are active in 20 key fields of technology (please consult the chart below).

The databank is accessible via Bayern International's Website www.bayern-international.com or directly at www.key-technologies-in-bavaria.com. The databank is often used as a research tool by foreign players looking for information on and quick and

direct access to Bavaria's companies and institutions. The cartographic depiction provides relevant information on business locations. The databank's information is also available as a CD-ROM. This is distributed by Bayern International at the events which it stages around the world.

From 2008 to 2009 the number of page views increased by 51 %. In 2009, due to active international marketing measures, the proportion of page views from abroad was at 42.6 %.

Number of corporate entries in key fields of technology



as of August 2010



Bayern International in the Web.

Our Website www.bayern-international.com provides you with in-depth briefings on Bayern International's programs and projects, as well as the latest news on, tips about, and a calendar of events related to exports and exporting.



How to find us ...

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