



GERMANY

ALIVE WITH POSSIBILITIES

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INDO-GERMAN TRADE SET TO GROW MANIFOLD

AVISHEK DUTTA

During the last three years, important milestones have been crossed in the two-way trade between India and Germany. Among the 236 countries and regions that Germany trades with, India was 28th on the list of sourcing countries for Germany and 27th most important destination for German exports in 2008. India's annual bilateral trade with Germany is slated to touch 20 billion Euros (\$27 billion) by 2012.

Indian companies choose Germany for a number of reasons. A major factor is Germany's strategic location at the heart of Europe, which makes it a 'Gateway to Europe' for Indian companies keen to expand their overseas markets. Also, R&D resources are not only found within German companies, but

also in the country's renowned universities, science clusters and world-famous research institutes, which offer a large pool of skilled employees with the know-how needed to help innovative companies perform.

Businesses that have already been active in Germany for years have reported positive experiences in the business location. Germany unites the advantages of Western and Eastern Europe, strong purchasing power and strong growth. The excellent infrastructure and the political conditions make Germany an ideal investment location for Indian companies.

Future-oriented industries in Germany go hand in hand with the goals of Indian investors: renewable energy, the health care in-

dustry, and information and communication technology. Several Indian companies are already based in Germany. According to Indian companies, this number should double within the next two to three years. Indians often cite as reasons for success in Germany the high level of technology, proximity to customers, market size within Europe, highly qualified workforce, as well as the flexible and helpful support provided by German authorities.

Germany, in recent years, has become a focal point for investments by Indian multinational enterprises. Between 2000 and 2007, 84 greenfield Indian investments in Germany were monitored. Further, Indian multinational enterprises were involved in at least 55 merger & acquisition deals in Germany be-

tween 2001 and 2008. Judging by the number of acquisitions in the period 2003-2007, Germany averaged just behind USA and UK as target market for Indian investors.

In 2008, Indo-German trade appreciated more than 1 billion Euro over the previous years' figure to 13.4 billion Euro. Indian imports from Germany, as well as exports to the country, grew at nearly the same rate, with imports growing 10.9% to 8.1 billion Euro, and exports increasing 11.2% to touch 5.25 billion Euro. According to statistics however, Indo-German trade during first half of 2009 declined 7% over the same period last year to reach a figure of 6 241 million Euro. The

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GERMANY

ALIVE WITH POSSIBILITIES

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H.E. THOMAS MATUSSEK

AMBASSADOR EXTRAORDINARY & PLENIPOTENTIARY
EMBASSY OF THE FEDERAL REPUBLIC OF GERMANY
NEW DELHI

GERMAN companies have an excellent reputation in the world, and in India too, for that matter. They represent "Made in Germany" - a seal of quality that stands for innovation, cutting-edge technology and a perfect combination of form and function. The world's third largest economy and No. 1 export champion does not consist solely of global players, however. Numerous world-class small- and medium-sized enterprises form the 'backbone' of the German economy.

Today, our companies are upbeat to invest in India. They want to engage in joint-ventures and are eager to set up

their own subsidiaries. In short: They are looking for long-term and sustainable partnerships. German industry has always been more than a supplier of products in India. From August 1991 to March 2009 alone, cumulative German Foreign Direct Investment amounted to 1.8 billion EUR in India - not counting re-investments by German companies. About 2,700 Indo-German collaborations and more than 810 joint ventures are presently in operation. And I am sure that there is room for improvement: many German companies are eagerly looking forward to a further opening of

the Indian market, e.g. in the sector of banking and insurance.

On the other hand, more and more Indian companies are heading for the German market.

Germany is one of the most investor friendly countries and we invite and welcome Indian firms who want to go to Germany. After all, presence in the German market means simultaneously access to the whole of the European Union. Moreover, we offer world-class infrastructure and transport connectivity, a highly skilled labour-force and good terms regarding transfer of technology.

With bilateral trade having reached a new peak of 13.4 billion EUR in 2008, Germany is India's most important trade partner in the European Union. Despite the global financial and economic crisis, I am optimistic that the foundation we have laid so far will only foster more co-operation. In many respects the German and Indian economies are complementary to each other, Germany in top-end manufacturing, and India in the IT and service sectors. Therefore by working together, Germany and India would be ideally equipped to meet the challenges of the future.

{ expert speak }

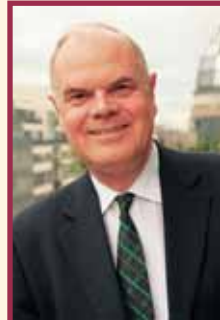
GERMANY TRADE & INVEST

LEADING THE WAY FORWARD

Germany is the world's fourth largest economy and continues to be the best-performing in Europe. It is the fourth-largest by nominal GDP in the world, and fifth by GDP (PPP) in 2008. Since the age of industrialization, the country has been a driver, innovator, and beneficiary of an ever more globalised economy. Germany is the world's top exporter with \$1,498 trillion exported in 2008 (Eurozone countries are included) and generates a trade surplus of 165 billion Euro.

Standing for high quality and innovation, the "Made in Germany" brand has been a seal of quality for over a century. Of the world's 500 largest stock market listed companies measured by revenue, the Fortune Global 500, 37 companies are headquartered in Germany. Well known global brands such as Mercedes Benz, SAP, BMW, Adidas, Audi, Porsche, Volkswagen, and Nivea are based in Germany.

Foreign investors have also recognized this country's economic potential. Currently around 45,000 foreign business are located in the country. In an exclusive interview with **Mr. Michael Pfeiffer** - Chief Executive, Germany Trade & Invest, we come to know more about the country's potential and the activities of GTAI.



MICHAEL PFEIFFER
CHIEF EXECUTIVE,
GERMANY TRADE & INVEST

Kindly share with us a brief overview of the core functions and scope of activities of Germany Trade & Investment.

Germany Trade & Invest is the foreign trade and inward investment agency of the Federal Republic of Germany. The organization was formed following the merger of the German Office for Foreign Trade and Invest in Germany GmbH at the beginning of the year. Our mission is to promote Germany as a location for industrial and technological investments and to identify investors for the German market.

To carry out our mission, we advise foreign companies looking to expand their business activities in the German market and provide information on foreign trade to German companies that seek to tap into foreign markets.

Germany Trade & Invest provides comprehensive and client-oriented economic and industry data as well as information about calls for proposals in foreign countries, investment and development projects, and legal and customs regulations. The promotion of economic activity in Germany's new federal states, including Berlin, also forms an integral part of our marketing remit.

Our growing partnership with German Chamber Network (AHKs) allows German exporters and potential foreign investors alike to benefit from a centralized first point of contact, with client-specific information and consultancy services all provided under one roof. Germany Trade & Invest is headquartered in Berlin with an additional office in Cologne.

Inherent advantages of Germany vis-a-vis other European nations, conducive to attract potential investors/corporations globally?

Germany offers a number of advantages for foreign investors. First of all, Germany is Europe's economic engine and largest domestic market. And with our location at the center of Europe, we also act as a springboard to growing markets in the enlarged European Union and beyond.

Germany once again retained its position as the world's number one exporter in 2008. At the same time, we are the only G7 state to increase its share of world trade in the last 10 years.

Some other factors include a well established educational and research landscape with over 400 universities and 600 research institutes, a productive multilingual and highly qualified workforce, and - according to a recent study - the world's best infrastructure in terms of both transport and communications. Investors here are also met with a high quality of life and dynamic society.

It is also important to emphasize Germany's increasing popularity among foreign investors. FDI Stocks have grown by almost 50 percent over the past five years, reaching a total of EUR 476 billion, according to UNCTAD.

How significant is India in your scheme of things?

India and Germany have a solid trade partnership that is growing stronger parallel to India's continuing economic growth. India ranks second among Germany's most important trade partners in Asia. While the main Indian imports to Germany are clothing (16 percent), chemicals (15 percent) and other textiles (9 percent), Indo-German trade figures today stand at EUR 13.4 billion (Est 2008), growing by 11 percent over the previous year.

In India, there is currently strong interest in investments in Germany's high-tech sectors.

What are the areas/sectors of economy in which you think India and Germany can work together to improve bilateral trade?

There is already a great deal of contact in a number of industries. To name a few, the software and IT services industry, pharmaceuticals, industrial machinery, equipment and tools, automotive components as well as financial and business services are all sectors that demonstrate strong cooperation between the two countries. In 2007, Indian FDI Stocks in Germany tripled to EUR 242 million, comprised of investments across the country in a diverse range of market segments.

India and Germany have both played very important roles in the development of high-tech industries, which makes increased cooperation in the future inevitable. India's rapid economic growth has created a number of opportunities for Germany and Germany in turn offers benefits for Indian investors.

What has been the growth of Indian Investment in the region since last few years?

We have seen a clear upsurge in Indian FDI in Germany, which tripled from 2004 to 2007, increasing from EUR 79 million to over EUR 242 million. Most notably, Indian FDI Stocks increased from EUR 131 million to EUR 242 million between 2006 and 2007.

Roughly half of India's investment projects in Germany are in ICT and software, making it the leading industry for investments. This surge in Indian companies doing business in Germany will surely contribute to the growth of trade between the two countries in the coming years. In 2008 alone, Indian businesses invested almost EUR 2 billion in Germany, doubling their investment levels from the previous year. There were over 215 Indian companies doing business in Germany in 2008 (source: Markus-Datenbank).

Two-thirds of all Indian companies and half of all new Indian FDI projects in Germany are in this growing industry. To name a few, substantial investments from India over the last five years include Hexaware Technologies, ICICI Bank, Wipro, Suntec, TATA Group, Mahindra Forgings Europe AG, and CDP Bharat Forge GmbH.

INTERVIEW: MR PRASAD CHANDRAN, CHAIRMAN & MD, BASF INDIA



SHAPING THE FUTURE

tion and social sustainability.

BASF is one of the few leading companies to integrate financial and sustainability reporting. We document our financial performance and provide solid examples of how sustainability contributes to the success of our company. Sustainability is an integral part of BASF's strategy.

BASF's association with India dates way back to 1890. How has this relationship grown over the years?

BASF has a history in India of more than 100 years. India is one of the five strategically important markets in Asia Pacific for BASF.

BASF has grown both organically and through acquisitions and divestures in this market. Acquisition of Pushpa Polymers, acquiring the crop protection business of American Cyanamide, divestment of the dyes business to Dystar and sale of printing ink business and the acquisition of Engelhard and the construction business from Degussa, reflects BASF's approach to changing business environment. In September 2008, BASF SE worldwide took over Ciba AG.

BASF is continuously scanning and monitoring the business environment for further growth opportunities in India.

What are the key growth drivers for BASF in India ?

Many MNC's have set up their manufacturing bases in India. In our opinion, there are various advantages that India offers apart from costs in becoming one of the most favorable destinations for manufacturing. Some of these include: The rapidly growing middle class. The proportion of higher income families is expected to increase from 14% to 25% in 2020.

The population composition is also amongst the most promising in the world, with the median age being 25.1 years. The youth here are investment oriented, debt open and experimental in nature, giving the country an edge.

India has rich analytical abilities, language advantage, synergized with availability of skilled technical force in manufacturing & R&D at all levels. The low capital and operating costs for running plants are other added advantages.

The company is expected to double the number of employees in research and development by 2020, especially at its two major R&D clusters in China and India. Currently, BASF has 300 employees working in R&D at 15 sites in Asia Pacific.

To begin with, share with us a brief overview of BASF's activities in India.

BASF Group has 10 companies operational in India including 2 publicly held companies - BASF India Limited and Ciba India Limited

The other Group companies include - BASF Styrenics Private Limited, BASF Coatings (India) Private Limited, BASF Construction Chemicals India Private Limited, BASF Asia Pacific (India) Private Limited, BASF Catalyst India Private Limited, BASF Polyurethanes India Limited (100% subsidiary of BASF India Ltd.), Ciba Research (India) Pvt. Limited, Diamond Dye-Chem Limited (100% subsidiary of Ciba India Limited)

BASF in India is engaged in the business of manufacturing & marketing of Styropor®, tanning agents, leather chemicals and auxiliaries, crop protection chemicals, textile chemicals, dispersions and specialty chemicals, plastics, automotive and coil coatings, construction chemicals, polystyrene and polyurethane systems.

BASF was rated as the World's Most Admired Chemical Company by Fortune Magazine. You must be delighted.

Yes, of course! Industry experts voted BASF top position in the chemical industry in eight out of nine categories, which included product and service quality, innovation, social sustainability, global competitiveness, financial soundness and quality of management. This speaks volumes about our commitment to grow sustainably.

To be the most admired chemical company, one needs to follow the philosophy of Stakeholder Capitalism. Here, a business organization considers itself responsible for the growth and development of all the stakeholders. All stakeholders - including shareholders, customers, employees and society are equally important.

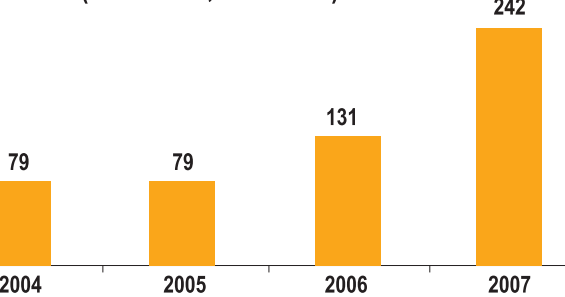
BASF is a strict follower of the Stakeholder Capitalism philosophy and has been managing all the three dimensions of sustainable growth - economic efficiency, environmental protec-

automotive industry huge opportunities in the medium and long term. In the coming years, cooperation between the German and Indian automotive industries will become even more intensive and will be enhanced by a joint working group on the automotive sector founded by the two countries. The group brings together representatives from the governments and industries of both the countries and their common tasks focus on researching and developing technologies for sustainable mobility and issues concerning international trade policy and market access. The working group is also intended to enhance cooperation between German and Indian institutions.

India's major exports to Germany include readymade garments, machinery and instruments, electronic goods and transport equipment while imports from Germany consist of machinery (except electrical and electronics), iron and steel, machine tools and organic chemicals. Since cooperation with India cannot be divorced from economic and political developments in the country, many projects are carried out in close cooperation with business associations (Chambers of Commerce) and self-help organisations of small and medium-sized business. Other significant ties between India and Germany can be found in chemical, automotive and mechanical engineering and renewable energy industries.

The potential for Indian investment in Germany is unlimited. According to the Economic Intelligence Unit, Indian FDI will grow from \$9.6 billion in 2006 to \$35 billion by 2012. With the way things are going, chances are that a sizable part of it will be headed to Germany.

INDIAN FDI STOCKS IN GERMANY (2004-2007, in EUR m)



Source: Bundesbank, 2009

LOCATE IN RHEINLAND-PFALZ AND ENJOY THE DIFFERENCE

It is a wise decision to locate in Rheinland-Pfalz. When searching for a suitable location in the region, the state-owned Bank "Investment and Economic Development Bank of Rheinland-Pfalz (ISB GmbH)" is your first point of contact. Together with the Ministry of Economics, Transportation, Agriculture and Viniculture, and in cooperation with the regional development agencies, ISB GmbH is a one stop agency which promotes the regions investment and economic potentials.

"We offer business development under one roof. Eventually, companies need reliable financial environment, especially in order to work successfully. As the central development agency of the State, ISB GmbH offers the full range of business development and investment support. This means simplified application procedures, short processing times, efficient support and structural extremely favorable terms and financial concepts of a piece. From a combination of grants, loans, guarantees and investments, we put together the optimal financing package. Worldwide, we support, in close cooperation with our Ministry of Economics in trade and economic cooperation issues" says Christoph Voelker, Director Investment Promotion and Foreign Trade Support,



CHRISTOPH VOELKER
DIRECTOR - INVESTMENT
PROMOTION & FOREIGN
TRADE SUPPORT,
ISB GMBH

ISB GmbH.

Top position, efficient infrastructure, highly qualified labour and a dynamic economy make the German State of Rheinland-Pfalz an ideal investment destination in Europe. Bordering on France, Belgium and Luxembourg, the State is an ideal location for serving not only the German but also the European market

A successful mix of large and mid sized companies throughout the business spectrum makes Rheinland-Pfalz a performer par excellence. To consolidate the innovative resources in the state, business and science work closely together and outdo each other to achieve to perform. More than 20 universities and research organizations keep training new generations of workers and thus the region is bestowed with highly skilled and trained workforce.

Rheinland-Pfalz is a home to world famous companies on the one hand, and the hidden champions, the mid-sized traditional stalwarts on the other hand. Among the globe-spanning firms headquartered in Rheinland-Pfalz are BASF (Chemicals), Boehringer Ingelheim (Pharmaceuticals) and Schott (Glass). Other global players also feel at home in Rheinland-Pfalz: Mercedes-Benz with its commercial vehicles plant in Wo-



erth, Abott Laboratories (pharmaceuticals) in Ludwigshafen and IBM's operation in Mainz

Hidden champions like Wirtgen, the construction machinery maker, maintain their headquarters in Rheinland - Pfalz so does Canyon, the high-tech bike manufactures, Hillebrand, a leader in global wine logistics is also represented here.

"Chemicals, Automotive, metal production and metal products are the top three industries in our State. Besides our Food processing industry which ranks on the 4th position can be of special interest to the Indian companies considering its growing contribution to the Indian economy as well" explains Voelker.

Especially in recent decades the car and truck industry, has put its lasting mark on the economic development of the state. The commercial Vehicle Cluster is charged with devel-

oping and exploiting yet more innovation advances in commercial vehicle production

"Rheinland-Pfalz is committed to develop intelligent, resource-conserving material flow recycling, energy efficiency and renewable energies" cites Voelker.

In the last few years, the trade between India and Rheinland-Pfalz is growing at around 15% p.a. The State offers enormous opportunities to investors in varied sectors. Also to help Indian companies capitalize on this untapped potential and to intensify the economic relations between the state and India, the State has opened Representative Offices in Pune and Mainz.

For more details contact:

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GERMANY

ALIVE WITH POSSIBILITIES

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ADVANTAGE BAVARIA - YOUR BUSINESS HUB IN EUROPE

BAVARIA'S CLUSTER INITIATIVE

- ❖ 19 Cluster platforms within 5 Fields of competence constituting all essential sectors
- ❖ Funding For 5 Years 2006-2011. Average funding per cluster 2 Million Euro for 5 year period
- ❖ Funding only for cluster management, not projects
- ❖ Clusters facilitate partnerships between small and large companies

pean 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. Bavaria has established itself as the node between East and West (Central & Eastern Europe).

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.

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 employee competence. 11 universities, 17 universities of applied sciences, 12 Max Planck Institutes and 9 institutes of the Fraunhofer Society make Bavaria a world leader in research and development.

"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.

Bavaria is Germany's favourite holiday and tourist destination and enjoys worldwide appeal.

According to you, which are the primary sectors identified that

are strategically aligned / comply with Bavaria's inherent advantages?

Bavaria enjoys a leading position - nationally and internationally - in key technology sectors such as information and communications technology, biotechnology, automotive, machinery, energy and medical technology as well as satellite navigation. The state government's Cluster Initiative "Cluster Initiative Bavaria" promotes intensive networking of industry and academia and gives high-tech companies the opportunity to share know-how and develop innovative solutions. The initiative's first thrust is the proceeding with its campaign of forging clusters in 19 key sectors. Each of these clusters is designed to further the development of the state-wide networks linking companies, institutions of higher education, R & D institutes, and providers of dedicated services and funds.

The Alliance's second thrust is to forge cross-sector networks in each of Bavaria's regions, so as to create the synergies enabling these areas to realize their technological potentials. The 5 fields of competence which forms the cluster platforms are Mobility: Automotive engineering; Railway technology, Logistics, Aerospace, Satellite navigation, Environment: Biotechnologies, Medical technologies, Energy technologies, Environmental technologies, Forestry products, Food processing industry, Service and Media: Financial services; Media, Advertising, Production, Materials engineering; Materials engineering; Chemical industries; Nanotechnologies, IT and Electronics Information and communication technologies; High-performance electronics, Mechatronics and automation.

With an increase in Indian Investments abroad, how is India positioned in your scheme of things?

India and Bavaria enjoy strong social and economic relationship and this is evident from the fact that Indo-Bavarian trade volume stands at 2 billion Euros (2008 est.). More than 500 Indo-Bavarian Joint Ventures are successfully operational here with more than 100 Bavarian Companies doing business in India.

GREETINGS FROM THE STATE OF BAVARIA INDIA OFFICE AT BANGALORE

JOHN KOTTAYIL

It is with great pleasure and pride than I am writing about an amazing business destination in the world: Bavaria. Bavaria opened its Indian representative office at Bangalore in 2001 and since then we have been consistently expanding our horizons. The Bangalore based 'State of Bavaria India Office' is one among the 21 office Bavaria has across the globe. Our team assists international companies, which are looking towards setting up offices in Bavaria, with information, location analysis, data support, and a professional network in the business and governmental area and helps investors to make the best decisions. As of now, we have 72 Indian companies operating in Bavaria, which itself speaks about investor friendliness of Bavaria. Also, there is a very vibrant Indian community in Bavaria. Munich, the capital city alone has 73 Indian restaurants and an Indian Consulate functions there from 2003.

The recent Global India Business Meeting held in June this year organised by the Bavarian Economic Ministry in Munich is a standing example to cite that Indian industry is very important to Bavaria and that Bavaria is looking at India as their major partner in economy and trade. To further strengthen the relationship between the two states a high level ministerial delegation from Bavaria headed by Ms. Emilia Mueller, Bavarian State Minister for Federal, European and International Affairs visited Bangalore. I am sure with such great association, the relationship between India and Bavaria are for certain to grow in leaps and bounds.

I take this opportunity to welcome you to Bavaria, the ideal investment destination for your business. We assure you our best services and we would be there with you in each step of your business expansion. You may contact us for any further information. Once again wishing you the best in your endeavours.

The author is Executive Director, Invest in Bavaria, India Office.



Dr. JOHANN NIGGEL
EXECUTIVE DIRECTOR,
INVEST IN BAVARIA

Bavaria, with its gross domestic product (GDP) of 445 billion Euros, is ahead of 20 of the 27 member-countries of the EU. Bavaria is amongst highest purchasing power regions in the world.

Bavaria is the home to global players like Adidas, Audi, BMW, Siemens. In addition to a dense network of SME and service companies.

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.

In an exclusive interview with Dr. Johann Niggel, Executive Director-Invest in Bavaria, (Excerpts)

Kindly share with us a brief overview of the core functions & scope of activities of Invest in Bavaria.

Invest in Bavaria is the inward investment and location marketing unit of the Bavarian State Ministry of Economic Affairs, Infrastructure, Transport and Technology. Invest in Bavaria is jointly operated by the State Ministry.

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 to promote Bavaria - and Invest in Bavaria's range of services.

Kindly elaborate on the various services offered to a potential investor.

Our services range from the initial steps to set up a business operation, the identification of the optimal location in Bavaria to arranging contacts with potential employees and customers. We provide interested companies with business data and information on public sup-

"Bavaria is Europe's High Tech Mecca"

BILL GATES - CHAIRMAN,
MICROSOFT

port and incentive schemes. Invest in Bavaria facilitates initial contacts to relevant public administration departments, industry and business associations as well as key networks.

In view of the key importance of networks we provide detailed information on and networking opportunities through the Bavarian State Government's so-called Cluster initiative. Known officially as "Cluster Initiative Bavaria". Cluster spokesmen and managers create platforms that enable industry and science to forge new and intensify existing ties.

Please enumerate few inherent advantages that Bavaria as a region enjoys vis-à-vis other regions in the country?

Bavaria's ideal geographical location and its role as a key hub of international trade afford quick and easy access to all Euro-

INTERVIEW: MR. PETER LÖSCHER, PRESIDENT & CEO, SIEMENS AG

CREATING A NEW TOMORROW



the green revolution. And this green revolution is led by the industry - and especially by Siemens!

Kindly elaborate on Siemens Energy business with reference to new breakthroughs in renewable power generation sources and what can we expect from the recent plans to acquire Solel Solar Systems Ltd.

After having acquired our wind power business in 2004 we have rapidly and highly successfully expanded it and we are Number 1 in offshore. For the very first time we are currently testing a floating offshore wind turbine which is anchored in 220 meters of water with only three cables. This is a technological revolution. We now want to repeat our wind power success story in the solar sector. With the acquisition of Solel, Siemens is strengthening its market position in the promising business of solar thermal power plants, also known as concentrated solar power. Many regions in India are perfectly suited for this technology - where Siemens can be the partner of choice. We are now capable of designing and building entire solar farms and we have become technology leader in the solar thermal business, where we have a very promising environment: Until 2020, this market is expected to grow nearly 20 percent per year and reach a total volume of up to 23 billion Euro.

India is a growing market and is a preferred market for Siemens with a wide presence across the country that includes 20 manufacturing plants and an extensive network of sales and service offices. How has the journey been in India so far with regard to its business & ongoing projects in India?

We have strong roots here in India where we've been active for way over 150 years. Werner von Siemens was personally involved in the legendary construction of the first telegraph line connecting London and Calcutta in 1867. Ever since we are an integral part of India's economy. Today we run 19 factories and let alone set up three new factories in the energy sector over the last two years. We currently employ some 17,000 people. India is a very important market for us. We are here in India - for India, even in times of economic downturn. This pays off. Although India's economy has slowed down Siemens India showed a robust and stable performance. Net profit after tax rose by 76 percent year over year. And let me just mention one of our latest wins. In September we were selected by Power Grid Corporation of India Ltd for two projects amounting to Rs 3,600 million for turnkey 765 kV substations each at Gaya in Bihar and Ranchi in Jharkhand.

able urban development - in India and globally.

Innovation and continuous improvements has been at core of Siemens success in the last 160 Years, with 55,000 patents, and 32,000 researchers and developers. Kindly help us understand how this has complemented Siemens businesses worldwide.

Innovation has been our lifeblood ever since the founding of Siemens. Today, we think globally in terms of innovation: Our main research and development centers are located in India, China, Germany, Austria and the U.S. This global spread is crucial and helps us staying ahead of the curve. Thus we are working on innovations and new solutions every single day. And the focus is very much on green technologies. Last year we spent 3.8 billion Euro on R&D - of which 1 billion Euro went into green R&D. And the share of green R&D is continuously on the rise. We hold 14,000 green patents and currently some 100,000 of our highly skilled employees are working full or part time on our green portfolio. And to show this innovation power in the field of energy efficiency, we just illuminated the biggest revolving star of the world - a star which is a symbol of hope just a few days before the world's climate summit in Copenhagen. The so-called Siemens Superstar is an art project, where a wind turbine with 9,000 LEDs is illuminating the night in Munich - bringing the people to discuss the importance of renewable energies and energy efficient lights. The 9,000 LEDs only need the same energy as a hair dryer. Technically it shows, how we can save energy with advanced technology in the future. This is one way of paving the path of

Siemens AG is a global powerhouse in electronics and electrical engineering, energy and healthcare sectors, kindly share with us an overview of each of Siemens core business areas.

Siemens is rigorously oriented to the global megatrends. These include climate change, which will transform environmental technologies into the leading industry of the 21st century. At Siemens, green, energy-efficient solutions are already generating a quarter of our total revenue. And this is increasing every day. We have the largest portfolio of green technologies in the world. In fiscal 2009 our customers reduced their CO2 emissions by 210 million tons by using green Siemens products. Despite the current economic crisis, we managed to increase our revenue by 11 percent year over year up to 23 billion Euro in 2009. Green technologies will keep growing as if there was no crisis, whatsoever. In addition to climate change, I see two other megatrends: shifting demographics and increasing urbanization. Already today, more people live in cities than in rural areas, and life expectancy is continually increasing. Huge cities such as Mumbai have to cope with major challenges. Residents expect a good quality of life. They need clean air to breathe, good water to drink and reliable electricity to power their lives. People need affordable healthcare. They also need to be mobile and have adequate transportation systems in place. Experts predict cities worldwide will invest around 27 trillion Euro in expanding their water, power and transportation systems over the coming 25 years. With our unique green portfolio, Siemens is the perfect partner for sustain-



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www.invest-in-bavaria.in

Bavaria is Germany's economic powerhouse.

So it is no accident that global players such as Siemens, BMW, Audi, MAN, Adidas or Linde are headquartered in Bavaria. Indian giants like WIPRO, TCS, Reliance, Tata, Dr. Reddy and a great number of Indian mid-sized companies have already discovered the advantages of operating in and from Bavaria as well as another 1,400 international high-tech businesses from the automotive, aerospace, engineering, ICT, life science and many more sectors.

If you want to know more about how Bavaria can contribute to the success of your company's international business then get in touch with us. We provide free and confidential information, advisory and support services to investors on setting up or expanding business operations in Bavaria.

State of Bavaria India Office

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Bavarian Ministry of Economic Affairs,
Infrastructure, Transport and Technology





NRW. INVEST YOUR INVESTMENT PARTNER IN EUROPE

Kindly share with us a brief overview of the core functions & scope of activities of NRW.INVEST

The mission of the state-owned economic development agency NRW.INVEST is to market North Rhine-Westphalia as an investment location and to acquire foreign direct investments for North Rhine-Westphalia. Foreign and German companies are supported in their investment projects and/or their settlement in North Rhine-Westphalia - support which they receive throughout the entire process of establishing their business. The services offered by NRW.INVEST range from comprehensive information about North Rhine-Westphalia as an investment location and tips regarding tax and legal aspects to information on the state's economic structure and sectoral clusters.

NRW.INVEST GmbH, which has its head office in the state capital Düsseldorf, was established in 1960. The state of North Rhine-Westphalia, represented by the Minister for Economic Affairs and Energy, is the sole owner. In addition to subsidiaries in Japan and the USA, NRW.INVEST operates representations in China, India, Korea, and Turkey.

Kindly elaborate on the various services offered to a potential investor.

The experts at NRW.INVEST identify and acquire potential international investors for North Rhine-Westphalia, analyze investment projects and offer suitable locations for them in the state. We arrange appointments for negotiations with all those involved in the approval process and accompany the process to its successful conclusion. For investors who have already set up business in North Rhine-Westphalia, NRW.INVEST provides particular assistance with expansions, start-ups and spin-offs. In doing so, NRW.INVEST works closely with the local and regional economic development agencies in the state, the Ministry for Economic Affairs, firms, federations, chambers of industry and commerce, and other associations geared to economic interests.

With the innovative concept of a "creative economy" North Rhine-Westphalia continues to strengthen its appeal as an economic location. We want to be Europe's innovation location No 1, with a solid basis of a strong industrial society; we develop new ideas, products and services in creative ways.

Please enumerate few inherent advantages that NRW as a region enjoys vis-à-vis other regions in the country?

Firstly, North Rhine-Westphalia (NRW) is located in the heart of Europe. It is the most populous and the most densely populated of the 16 federal states in Germany. 18 million people live on an area of 34,086 square kilometers. Almost 150 million people live within about a 500-kilometer radius of the state capital, Düsseldorf. This represents 1/3 of all consumers and 45 percent of the purchasing power in the EU. The inhabitants of NRW alone spend EUR 316 billion on private consumption every year. Which goes on to say that the potential consumer market exists here itself not to mention that it serves as the gateway to the rest of Europe.

Secondly, nowhere else in Germany do industry-related service providers (e.g. consultancies, engineering offices, EDP, R&D) - many of which are business partners to industrial companies - contribute so much to innovation and value added as in NRW. The strength of industry in NRW is due in no small measure to the strength of these industry-related service providers.

Thirdly, 17.3 percent of German exports are "Made in NRW" (172 EUR billion). The total trading volume of NRW from imports and exports amounts to EUR 362 billion. NRW is an attractive location for trading companies: 18 of the 50 largest German trading companies are based here (Metro, Rewe, Aldi).

With vibrant cities like Cologne, Düsseldorf, Essen and

Dortmund, NRW is the world's number one trade fair location. More than 60 internationally leading trade fairs attract approximately 6 million visitors every year.

NRW has 64 universities and technical colleges with just under 478,500 students guaranteeing a dynamic research and development landscape. Nearly 50 technology centers and around 60 non-university research facilities form the densest research network in Europe and provide ideal conditions for technology transfer.

Moreover one can vouch for the excellent multi modal transportation infrastructure which is an important part of modern day business - fast, reliable, accessible and well connected.

Last but certainly not the least, the region is living culture. The theaters, ballet and opera houses with their enthusiastic performances enjoy a fine reputation beyond the borders of the state.

According to you, which are the primary sectors identified that are strategically aligned / compliments with the region's inherent advantages?

We like to believe and provide investors with optimal economic conditions and an extremely attractive setting for almost all kinds of business. The economic structure of North Rhine-Westphalia is characterized by a balanced mixture of traditional industries, innovative economic sectors and services. The spectrum of industries ranges from waste disposal to future energies, and the variety of products from gingerbread cookies to cyanogenic compounds.

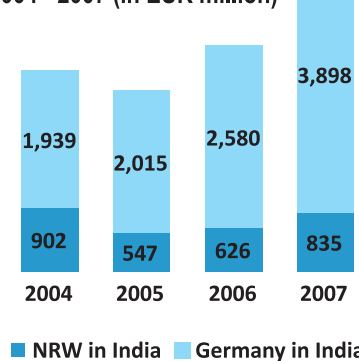
Anyone investing in North Rhine-Westphalia will find practically all raw materials, intermediate products and B2B services on the procurement side, and have access to industrial and private customers with high purchasing power on the sales side.

At the same time, the economy in the state is particularly strong in certain areas: in the chemical industry, metal production and processing, the manufacture of metal products, the rubber and plastics industry, mechanical engineering, logistics, energy supply, the ICT industry and the health care industry. In terms of their economic strength, their degree of specialization, and their employ-



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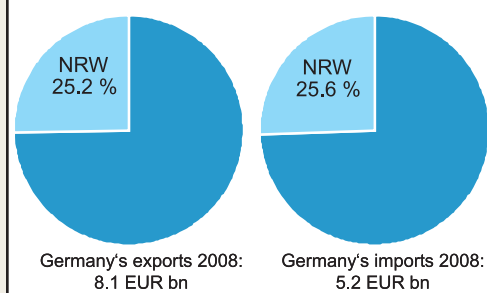
NRW - INDIA Foreign Direct Investment 2004 - 2007 (in EUR million)



Source: Deutsche Bundesbank 4/2009, data: as of end of respective years

ForeignTrade NRW - India

NRW's share of Germany's foreign trade with India (2008)



Source: IT.NRW, March 2009

ment development, these segments are above average when compared on both a European and German scale. This is the reason why these and other sectors of industry are of particular importance in North Rhine-Westphalia.

Which are the major countries / markets that have significant investments in the region?

Our main investor countries include the Netherlands, the USA, France, Great Britain, Spain, Switzerland, Italy, Japan and Finland. If we disregard Luxembourg on the grounds of its tax system, the Netherlands are then the biggest investor in NRW, accounting for 19.7 percent of the direct investment volume in the state, followed by the USA with 10.2 percent.

However, we are very optimistic about the potential of few emerging markets and developing economies, and India happens to be one of our major focus areas. We recognize the potential of the Indian investors and help them grow their business in Europe and the world.

Your message to the potential investors from India

Our innovative strength, creative environment and high quality of life serve to distinguish North Rhine-Westphalia, Germany's most populous economically powerful region as a business location.

My message to the business people of India is this: Come to North Rhine-Westphalia, come to Europe's new, leading region. Get to know us. Ask one of the numerous Indian companies that have successfully settled here. Conquer a new market and let us do good business together.

I can assure you: in no other European region will you feel as at home as in North Rhine-Westphalia.

NORTH RHINE- WESTPHALIA THE INDIA CONNECTION



GOLAK C. MISRA
CHIEF REPRESENTATIVE,
NRW.INVEST
INDIA/PUNE

India is certainly one of our major focus economies and we believe that Indian investors and business community can leverage their business opportunities by having their presence in this region.

If we look at the numbers, the exports figures between India and NRW stand at 2.1 billion Euro and imports are at 1.4 billion Euros. This constitutes around 25% of the total foreign trade between India and Germany.

Almost one-fourth of Foreign Direct Investment from India to Germany is attracted by NRW. The regions boast of a presence of 100 Indian Companies such as Tata, Wipro, Sona, Mahindra, ESSAR Steel, Corus, CDP Bharat Forge, Ashok Leyland, Tech Mahindra, Suzlon to name a few.

It is pertinent to mention here that around 5600 people are employed by Indian companies here with annual sales for more than Euro 2 billion.

Breakup of the Indian investments sector-wise are as follows- 70% in imports/export, wholesale retail and sales /marketing, 20% in the service sector and 10% in industrial sector. 50% having their office locations in the highly developed cities such as Düsseldorf and Cologne.

Receiving special support from the state government, existing economic clusters are bundled here. The industry-specific networks generate projects which would not have been possible without the cumulative competencies of the companies and the specialized research institutes involved. In this way, co-operations are formed between firms along the value added chain and research institutes with the objective of developing innovation and growth potential.

Our interest for India is evident from the fact that we have a representative office in Pune dedicated to provide updated information on NRW as a business Location, its environment and investment climate, legal and social formalities, cities and office locations trade fair and market opportunities.



PETRA WASSNER
CEO,
NRW.INVEST GmbH

North Rhine-Westphalia (NRW) has become increasingly attractive for foreign investors for several years. At 27.7 percent (EUR 175.6 billion) the state recorded the highest direct investment share of all 16 federal states in Germany at the end of 2007. More than 11,500 foreign companies from the most important investor countries control their German or European operations from NRW.

24 of the 50 top-selling German companies (not counting banks and insurance companies) are based in NRW. NRW is home to large industrial corporations of world standing as well as dozens of smaller companies which are leaders in their respective business fields. The industrial sales in NRW increased in 2008 once again: by 3.4 percent to EUR 366 billion - which is 21.1 percent of industrial sales in Germany. 19.6 percent of the employed population of NRW work in the industrial sector.

In an exclusive interview with Ms. Petra Wassner, CEO - NRW.INVEST GmbH, we come to know more about the region and the reasons that makes it an ideal investment destination

(Excerpts)

ONE OF EUROPE'S RICHEST CULTURAL LANDSCAPES

North Rhine-Westphalia entices with one of Europe's most impressive natural and cultural landscapes. Although the federal state is densely populated, three-quarters of it is comprised of nature and green spaces. The landscape is characterized by 15 natural preserves, more than 200 lakes and dams as well as several romantic moated castles. 30,000 artists and performers call NRW their home, and more than 180 theatres, ballets and opera houses offer a wide range of cultural activities. The federal state is not only able to call nearly 680 museums its own, but also has four buildings that have been named UNESCO World Heritage Sites: the cathedrals in Cologne and Aachen, the Zeche Zollverein colliery in Essen and the Augustusburg castle in Brühl. The city of Essen has been named the European Capital of Culture 2010 on behalf of the Ruhr metropolitan area.

NRW INVEST
GERMANY



GERMANY

ALIVE WITH POSSIBILITIES

6

BERLIN PARTNER GMBH THE FUTURE IS HERE

CHRISTOPH LANG
HEAD OF CORPORATE
COMMUNICATIONS/PR,
BERLIN PARTNER GMBH



In the 'European Cities & Regions of the Future Award 2008/2009', Berlin won due to its excellent promotional strategy, clearly explained investment incentives, overall attractiveness to FDI, heritage, hospitals, housing and universities.

An exclusive interaction with Mr. Christoph Lang - Head of Corporate Communications / PR, Berlin Partner GmbH. (Excerpts)

Kindly share with us a brief overview of the core functions & scope of activities of Berlin Partner GmbH

Berlin Partner GmbH is the central contact agency in Berlin helping investors settle in the city, assisting local companies in all matters relating to foreign trade, and promoting the capital as a business location. The agency receives the majority of its financial support from private companies and is commissioned by the Berlin State Senate to develop and implement location marketing strategies and capital city promotion.

Kindly elaborate on the various services offered to a potential investor. Please also mention about "FDI Atlas" and the recently relaunched "Business Location Center".

169 prominent German and international private "partner" companies support Berlin Partner and share a common interest in promoting the capital on a regional, national and international level. Berlin Partner publicizes the city's strengths and future prospects, develops advertising campaigns, initiates and organizes events and maintains strong Berlin networks. The company also offers comprehensive settlement services to investors free of charge.

Our "Business Location Center" pro-

vides investors with the most important and up-to-date economic information. We also offer special services and products designed to support a settlement and/or expansion in the capital city, including a real estate portal and the Business Welcome, Business Financing, Business Locating and Business Recruiting Packages. Local Berlin companies are provided with comprehensive information regarding all matters relating to foreign trade. This includes the search for co-operation partners, the organization of joint trade fair appearances, as well as shared business trips abroad. Enterprise Europe Network and the "Business Representation Berlin-Brandenburg" in Brussels are also available to answer any questions regarding the European Union.

The "business service," offered by the city's local authorities working together with other service partners, is new. It bundles the skills of various institutions, provides individual service packages and supports Berlin-based companies in achieving growth. Its goal is to create new jobs and secure existing ones, to increase companies' competitiveness and strengthen the city as a business location.

Please enumerate few inherent advantages that Berlin as a region enjoys vis-à-vis other regions in the country?

Berlin is located at the heart of Europe and provides investors with excellent business opportunities because of highly qualified employees, diverse science and research communities, a state-of-the-art infrastructure, affordable properties even in the most sought after areas and 6 million consumers are domiciled here.

Berlin attracts young and creative entrepreneurs as well as business decision-makers, because of its wealth of cultural, sporting and recreational activities, citizens from over 180 countries are among the 3.4 million inhabitants, multilingual employees

The new Berlin-Brandenburg International airport (opening 2011) has the potential to become a hub for intercontinental flights. This could enable Berlin to become a "Gateway to Asia."

With its melange of advanced tech-

"The FDI study shows Berlin has huge potential as a business location. The economic strategy of the last few years of strengthening future-oriented industries in a targeted manner is now beginning to bear fruit."

HARALD WOLF
BERLIN MAYOR AND SENATOR FOR
ECONOMICS, TECHNOLOGY &
WOMEN'S AFFAIRS

nologies and fully modernised traditional-type industries, the Berlin industry and commercial landscape offers clear opportunities to newcomers and suppliers who want to make contact with the growth industries of the future. An attractive environment for doing business makes investing in Berlin-Brandenburg an easy choice.

According to you, which are the primary sectors identified that are strategically aligned /complements with Berlin's inherent advantages?

Berlin has emerged as an international service center, more than 75 % of Berlin-Brandenburg's employees work in the service sector and is counted most impor-

tant economic sector with high growth rates, Berlin is the seat of the federal government, embassies, associations and lobbyists, A large local market of 6 million consumers. It is also an ideal testing ground for innovative services. Berlin is set to become the place for industrial companies specialising in intelligent products. The industrial sector in the capital region has a future oriented outline. High tech industries like Biotechnology, Medical technology, Environmental technology is actively thriving here.

Transport systems technology, Information and communications technology, Laser technology, nano-technology, optics are all represented here. Some of the renowned names include Bombardier Transportation GmbH, Daimler, BMW Group, Continental, SOLON SE, Inventux Technologies AG, ORACLE, NETFOX AG, SULFURCELL Solartechnik GmbH etc

More than 1,000 companies in the capital region can be counted in the energy and environmental industry. Focus points are biotechnology, waste management and recycling. Innovating energy technologies are shaping the future of the region's research and industrial sectors. The share of "renewable" sources in the region's power production is at 13%.

Solar technology is one of the most innovative and fastest growing sectors in

the German capital region. The entire solar value chain is represented in Berlin-Brandenburg.

20 pharmaceutical companies, 200 medical technology companies, 180 biotech companies, 19 non-university research institutes, 5 universities, 3 technical colleges with life science courses. The capital region is one of the most prominent locations in Germany in the fields of medical technology and biotechnology. Few major enterprises already based here include Shire, Biotronik, Pfizer, Bayer Schering etc.

Bio-campus Berlin-Brandenburg - the concentration of eight major technology parks in the region is unequalled in Germany.

The links between the traditional media industries and the digital and telecommunications sectors in the capital region are excellent. Every day, the network of players grows from all areas of the media value chain. Apart from the industrial heavyweights, it is primarily the many specialist small and medium-sized enterprises that are represented in the media region, complemented by a diverse start-up scene.

The market-driven approach of the existing media and communication companies such as IBM, Motorola, Nokia Siemens Networks, MTV Network Germany, Sony etc. leads to constant new developments.

RELAUNCHED !!! BUSINESS LOCATION CENTER

The Business Location Center (www.businesslocationcenter.de) from Berlin Partner GmbH has been relaunched. It's now more informative and even more user-friendly and service oriented than ever before. The 500-page online business portal and its two showroom versions provide in-depth information on every aspect of Berlin. Potential investors can get tailored sector-specific and labor market data, information about the region, real estate offers, details on aid programs, and zoning maps. The foreign trade pages have also been reworked completely, and have subsequently been renamed "Worldwide Business".

The Business Location Center 3D virtual city model has also been expanded and made even clearer.

Berlin is evolving steadily into one of Europe's top destinations for international travelers. In 2008 the city hotels welcomed some 7.9 million guests and booked 17.8 million overnight stays.

Berlin's thriving arts scene, unparalleled cultural treasures, electrifying nightlife and exhilarating architecture has established itself as a cultural, political and business centre globally.

Come Oct 2011, and Berlin shall add another feather on its cap with the opening of Capital Airport Berlin Brandenburg International (BBI), thanks to its strategic location at the geographic centre of the new Europe :Travel times to Europe, Asia and the Pacific rim is an hour shorter than from other major airports in Western Europe. No wonder BBI will be Berlin & Brandenburg's gateway to the world.

Currently the Berlin Brandenburg region has two Airports offering the very best connections for the greater Berlin region: the fast growing Schoenefeld Airport (SXF) to the south-east of Berlin and the inner-city airport Tegel (TXL).

"With the volume of traffic to and from Berlin rising rapidly, the capacities of these two airports will soon be exhausted and so the stage is set for the future - in September 2006, we started working on expanding Schoenefeld Airport into the new Capital Airport Berlin Brandenburg International (BBI)", says Ralf Kunkel, Head of press office and spokesman, Berlin Airport.

From 2011, all air traffic for the Berlin Brandenburg region will be concentrated at the Airport in the south-east of the city. As a result, in the first phase Tempelhof Airport was closed in October 2008 and Tegel Airport will close following the opening of BBI.



"At a rate around 7%, Berlin Airports was growing much faster last year than other commercial airports in Germany", adds Simon Miller, Head Aviation Marketing, Berlin Airport Company

The number of services connecting the German capital with the rest of the world is increasing continuously. In 2008, a total of 84 airlines landed at the two Berlin Airports boasting of a tightly knit European route system.

"Berlin served a total of 171 destinations in 52 countries in 2008, 127 of which were in Europe", adds Simon Miller.

With non stop flights from Tegel to New York, Bangkok, Doha, the range of long haul flights offered is constantly increasing. Since September 2008 Berlin is also directly connected to the Chinese capital Beijing.

Both the existing airports, Schoenefeld a dynamic commercial airport offering attractive services and large number of European point to point connections at affordable prices compliments to Tegel Airport; popular as Berlin's busiest business airport offering services in addition to Europe but also to USA and Asia. Most of the traditional network carriers and international airline alliances are based in Tegel.

"Services is a top priority at our airports, from VIP services, internet points or evening-before check-in, conference facilities etc. visitors can also relax

and comfort themselves in many lounges as well indulge in some pure gastronomical delights", adds Ralf Kunkel.

Moreover, Ralf Kunkel adds, "For many years now, Berlin Airports have pursued a comprehensive policy of environmental management. This is part of the company's ongoing commitment to environmental protection as a strategic corporate objective".

PEEK TO THE FUTURE

Capital Airport Berlin Brandenburg International BBI, will be one of the most modern airports in Europe-that is efficient, compact, cosmopolitan with a state of the art industrial architecture, providing business travelers, tourists and related enterprises with a high tech airport that offers the ideal accessibility, international flight connections, a dedicated motorway exit and a railway station directly below the terminal.

"The BBI concept envisages an airport with short distances, terminal located between the two parallel take-off and landing runways. With six levels, the midfield terminal will accommodate 27 million passengers annually in the initial configuration. Depending on the passenger volume, the airport can be expanded between 40 and 45 million passengers", explains Ralf Kunkel.

In the course of development the total surface of the new airport will cover 1470 hectares-the equiv-



BERLIN READY FOR THE TAKE OFF

alent of 2000 football fields. According to the current plans, the terminal's main pier will have 15 jetways and the south pier 10 jetways.

BBI will offer 85 aircrafts parking positions and all services at BBI from domestic and European to intercontinental flights will be handled under one roof in the central terminal (One Roof Concept). In a typical peak business hour BBI will be equipped to handle 6500 passengers efficiently.

"Ensuring the rapid, reliable transportation of people and cargo is our key aim and we are committed to efficiently meet this objective by combining domestic and international connections with excellent road and rail services", points out Simon Miller.

At the heart of the new airport grounds, in front of the main terminal an airport city is to be developed, a new centre for services industry is taking shape together with prestigious hotel complexes and a conference centre; the facilities will provide extensive offices spaces, restaurants and retail outlets etc.

Just a few minutes to the north east a BBI Business Park Berlin is being developed. The new business complex will offer investors and incoming companies a unique opportunity to benefit from all the advan-



tages of this prime location. The business park shall offer a selection of sites, which can be flexibly divided up into individual, made to measure plots suitable for use as a commercial and industrial purpose.

BBI will be a good opportunity for the region. The improved infrastructure will facilitate ongoing structural change in the region and stimulate further growth. In addition the tourism, convention and trade fair industries stand to gain substantially.

"We have already earmarked few countries where we see a great potential for tourism inflow. India is certainly one of our very focus markets; together with GNTB we have formed an India Pool where Berlin Airport is an active member and the group constantly visits India to promote the region's extraordinary touristic opportunities; in addition to this we are also discussing potential collaborations with various Indian airlines companies to partner with us", adds Miller

It certainly seems the team is extremely passionate and excited with the new airport which promises to solve the region's fragmented air travel market and will considerably strengthen the already existing efficient transportation system ready to take on the future.



We Simply Do It

ISB
Investitions- und Strukturbank
Rheinland-Pfalz (ISB) GmbH
Economic Development
Contact Office Pune

The Representative Offices for the German State of Rheinland-Pfalz in Pune and Mainz are the first contact points for companies who are interested in approaching in India and Rheinland-Pfalz and offer them a free first consultancy. We support the market entry or the settling of companies from the German State of Rheinland-Pfalz in India and vice-versa and therefore help to intensify the economic relations between the two countries.

- We arrange the facilitation of contacts between authorities, economic development organisations and interested companies.
- We make available general information about the country, its culture and its business world.
- We provide information concerning the employment market and human resource issues.
- We help companies in finding suitable sites and immovable assets for the establishment of new enterprises or branches.
- We observe and analyse the markets in India and Rheinland-Pfalz and provide useful regularly updated information for investors.
- We offer assistance in undertaking market feasibility studies in India and Rheinland-Pfalz.
- We support the search for finding a suitable business partner.

BUILDING BRIDGES BETWEEN INDIA AND GERMANY



DIRK MATTER
DIRECTOR,
INDO-GERMAN
CHAMBER OF COMMERCE

India and Germany share close economic relations from a very long time but the turning point came in 1991 with the liberalization of India. Sensing a great opportunity Germany started seriously thinking about increasing its presence in the Indian market. Over the years a number of German companies have forayed into India such as Siemens, BASF, Bosch and Volkswagen to name a few.

The last three years have witnessed new records and milestones being achieved: the most significant one being that in 2006, the volume of trade crossed the 10 billion Euro mark, growing at a phenomenal rate 38.7% over the previous year, in 2007, the bilateral trade exceeded 12 billion Euro, while registering a growth of 14.6 percent and then yet

again in 2008 the bi-lateral trade reached the 13 billion Euro mark growing by 11%.

The Indo-German Chamber of Commerce is playing a pivotal role in the facilitation of trade between the two nations. The Indo-German Chamber of Commerce was incorporated in 1956 and has more than 50 years of experience. Today, the organization has over 6700 members and is the largest Chamber of Commerce in India.

Paying every detail to foster better relations between the two countries, the Chamber has over the years built a strong local presence. The organization has its head-office in Mumbai, and branch offices in Delhi, Bangalore, Kolkata, Chennai and Pune and a liaison office in Düsseldorf (Germany). As the primary

contact for Indian and German companies who want to start doing business with the respective other country, the Chamber enhances the bilateral economic relations between India and Germany.

The Indo-German Chamber of Commerce has played a major role in advancing corporate as well as cultural understanding between India and Germany for over 50 years.

SERVICE BUSINESS

The Indo-German Chamber of Commerce is operating under the DE International brand, and is a professional service business with worldwide connections. The Chamber boasts of an experienced and competent team of bi-lingual advisers, most of whom have several years experience. The Chamber offers support in market entry matters, HR recruitment, legal advice, event management, trade fair management and translations.

MEMBER ASSOCIATION

The Chamber is traditionally a members' association. About 6700 Indian and German members come together on the basis of a voluntary membership to create a unique and exclusive network to promote the exchange of information and experience, and to make business contacts. Mostly working in close cooperation with other European chambers, they also pursue the interests of their members on matters of importance to the business community in India.

GLOBAL PRESENCE WITH INDIA-DESKS

Indo-German Chamber of Commerce seek business contacts not only in Germany, but also in other countries, and have established a co-operation with other AHKs abroad as well as Chambers of Commerce and Industry within Germany to set up India Desk at the Chambers.



GERMANY

ALIVE WITH POSSIBILITIES



THYSSENKRUPP

MADE OF STEEL

ThyssenKrupp, a Fortune 500 and an integrated materials and technology group offering solutions for sustainable progress worldwide, is one of the leading corporate houses of Germany with a presence in over 80 countries around the world.

Starting off with producing steel, the company soon diversified in other fields and is today present in segments such as stainless steel, materials Services, Elevator Technology, Plant & Component Technologies. Steel still forms the core strength of the company with an annual crude steel production of 14 million tones.

The company focuses on the manufacture and distribution of high quality flat products made from quality steel. Besides steel production, the company is also into trading steel and is one of the topmost suppliers to the automotive industry.

ThyssenKrupp Stainless is a leading producer of stainless steel, rust free flat products and high performance material such as nickel alloys and titanium. With 12,000 strong employee strength, the company is represented all over the world with production sites, service centres and distribution locations.

ThyssenKrupp Technologies develops and builds components, systems and high-tech installations and also provides tailor made services for customers. With more than 54000 employees at over 240 locations all over the world, the segment has achieved leading position in the global market.

The company has emerged a market leader in elevator technologies. As well as developing and installing passenger transportation systems, the Company's range also includes service and modernization.

The company is today well represented in Americas (USA ,Brazil) , Europe, Africa, Asia and Middle East. Already having a strong presence in the Indian market the company is looking at India as its preferred trade destination and has high hopes for the future.

The companies association with India dates back to 1860 and has played a pioneering role in the industrialization of the country. The company has made considerable progress during the last four decades. ThyssenKrupp Industries India is today one of the most trusted names in the fields of Sugar Plant & Machinery, Open Cast Mining & Bulk Material Handling Systems, Cement Plants & Machinery and Steam Generating Plants .

ThyssenKrupp Industries India's strategic vision as an EPC Contractor to execute turnkey projects is derived from its core strength of integrated engineering expertise & automation in manufacturing backed by an excellent team of project executives.

The company is looking at the future with renewed optimism and is trying to strengthen its presence in the elevator business and attain the number one position. Today, India is one of the largest growth markets for elevators and escalators in the Asia region. The construction boom is resulting in the building of larger airports and modern shopping malls opening up numerous opportunities for the company.

The company is also eyeing the steel arena somewhere in the future because India is still pretty low in steel production throwing up numerous opportunities.

PROVIDING SOUND LEGAL SERVICE

These days corporate around the world need perfect legal advice to survive in the competitive business world.

This is where Simmons and Simmons steps in. The London based company has already established a formidable reputation around the world with its sound advice in the areas of legal matters. Simmons and Simmons is a leading international law firm with 2000 employees in 20 offices situated in Europe, the Middle East and Asia. The Company's German offices are based in Dusseldorf and Frankfurt am Main. Simmons & Simmons' clients benefit from the Company's focus on key industry sectors and legal service areas and the commercially astute expertise it delivers across the globe.

The company's strong point is that it has built its practice around local lawyers who understand their country's culture, business and language, which greatly helps its local clients in the transaction of their business. The German Corporate/M&A practice of Simmons and Simmons advises international and German companies and financial institutions on corporate transactions and all commercial and company law matters.

The corporate/M&A practice advises on core areas such as mergers and acquisitions, corporate law advice, corporate governance, commercial law advice, insolvency law and expertise in practice.

The global law firm has been present in India for more than a decade. The company has lawyers with a firm knowledge and experience in relation to Indian matters. The company's lawyers have advised a wide variety of clients in relation to Indian matters - from Indian companies expanding into Europe, multinational corporations investing in India and the Government of India on its disinvestment programmes to Indian banks on loan transactions.

In India the company supports its clients together with the Indian qualified lawyers in its international offices and with the support of selected, highly qualified local lawyers.

The company has represented BIOTOR Industries, a global leader in oil derivatives based in Mumbai, in all matters of German law. The company has also represented WIPRO in the acquisition of New Logic Technologies AG. Other than that it has represented ICICI Bank in setting up its German branch including advice on international payment services and trade financing and advising BNS AG on the establishment of an offshore software development centre in India.

For many multinational corporations covering a wide variety of industries, Düsseldorf is the European location of choice. More than 100,000 companies are operating in the Düsseldorf Economic Region, with 39,000 based within the city limits alone.

Düsseldorf is one of Germany's most important centers of commerce, with 2,500 wholesalers, 4,100 retailers and a total of 730,000 square meters of selling area. Numerous major international and national trade and retail groups are based here, including the METRO Group, Thyssen Krupp Services, Electronic Partner, Salzgitter Steel Trading, C&A, Peek & Cloppenburg, Mitsubishi and Mitsui.

Not only is Düsseldorf an attractive homebase for retailers, it also represents a huge and attractive marketplace. With a buying power index 25 percent above national average, Düsseldorf's inhabitants are among the most solvent in Germany. Sales get another boost from the surrounding conurbation with its 11.5 million inhabitants.

The Office of Economic Development is the first port of call for all foreign companies who wish to invest or set up in Düsseldorf, while offering ongoing support to international businesses already located here.

DÜSSELDORF WOOS INDIA INC.

IVOR VAZ

For Stuttgart it's Mumbai; for Bremen it's Pune. And now it's the turn of Düsseldorf, Germany's second biggest commercial centre, to look for a "sister city" in India. This was revealed by Dirk Elbers, the Lord Mayor of the City of Düsseldorf, who visited Mumbai and Delhi, along with a 15-member trade delegation, between 28th November and 4th December. The delegation, which also included the President and CEO of Messe Düsseldorf Werner Dornscheidt, was here to explore new business opportunities as well as to promote Düsseldorf as an attractive location for business and investments.

An increasing number of Indian companies are discovering the advantages that investing in Düsseldorf offers them; latest in line being Essar Steel, which will open an office in the German city, on January 1st, 2010. The primary motive of investors is the city's strategic location in the heart of Europe and its markets (London and Paris are less than an hour's flight away). Wide-ranging professional and individual support in investment, relocation and other administrative matters are also decisive factors. Little wonder therefore, over the past few years, the number of Indian companies located in this German city is steadily spiralling upwards.

Located on the banks of the River Rhine, Düsseldorf is also renowned for its fashion and trade fairs. Germany is the world's leading trade-fair country, hosts around 140 international events yearly with more than 154,000 exhibitors and over 10 million visitors. Düsseldorf alone plays host to over 40 international specialist trade fairs, of which 23 are leading global fairs. Every year 2.2 million visitors from all over the world patronise the stalls of more than 30,000 international exhibitors to learn about latest market developments and innovations.

"Düsseldorf is more than willing to share its expertise in specific areas," Elbers said in his keynote address to an exclusive gathering at a prominent hotel in South Mumbai. Among other things, the German city has offered to help its Indian counterparts in construction of low-cost houses, river front development, traffic management and municipal solid waste management. But first things first: "Düsseldorf hopes to find its partner city soon," he summated.



Its services range from preliminary informational meetings with investors to finding experienced service providers for the start-up process. This includes assistance in the search for suitable properties, offices and business premises. The Office of Economic Development also helps companies build up contacts within Düsseldorf's commercial networks. The team offers customized professional service packages tailored to the needs of international companies.

ADVANTAGES
Düsseldorf is one of the cities with the largest purchasing power anywhere in Germany. With a turn over of Euro 26.5 billion Euros is Germany's foremost retail centre.

The metropolis strategic location enables it to offer an excellent multi modal transport links. A rail network with more than 300 train connections to international & domestic destination everyday ensures total mobility. The road network is also among the densest in Europe.

Düsseldorf International is the third-largest airport in Germany, with approx. 16.5 million passengers, with a total of 75 airlines connected to 180 destinations worldwide.

Düsseldorf Rhine-Ruhr has more universities and institutes of higher education than any other metropolitan area in Germany, 45 universities and technical colleges training more than 300,000 students makes it a great seat for learning and research. Another key component of the education offer is the Düsseldorf University of Applied Sciences, "FH.D."

Düsseldorf is one of the world's most important trade show locations. The city hosts 40 international trade shows attracting nearly 1.8 million visitors and 30,000 international exhibitors annually.

CORE SECTORS
Düsseldorf is a preferred business location for the ICT industry. 1,500 companies employ 24,000 ICT specialists.

Leading mobile communication companies Vodafone and E-Plus have their headquarters here, as well as several business units of Deutsche Telekom. All in all, more than 40 independent network operators have based their operations in Düsseldorf. Siemens AG has based its entire Private Communication Systems business area in Düsseldorf. Nokia established its German headquarters in Düsseldorf. Ericsson is another communication giant based in the city.

The media and advertising industry is one of the city's key industries and an area in which the



Office of Economic Development is particularly active. Today, the city is home to some of the most valued print and electronic media houses. Around 2,000 companies from the print, audio and video sectors are either based or has a subsidiary in Düsseldorf, foremost among them are TV stations DFA, QVC, WDR, ZDF as well as the major publishing group Handelsblatt.

A true hallmark of the growing importance of the media sector is the Media Harbor - a redeveloped ultra-modern waterfront site where leading representatives of advertising, art, radio and television demonstrate their creative philosophy in an architectural setting acclaimed throughout the world.

The city has around 900 agencies. This, Düsseldorf's advertising agencies generate a revenue of nearly 4.3 billion euro p.a. This comes as no surprise, since the industry's top players are based here: BBDO, Grey, Publicis, Ogilvy & Mather, Hakuhold and Dentsu.

Düsseldorf is at the heart of the Rhine region's biotechnology cluster, 'BioRiver'. The Düsseldorf area alone has more than 50 life science companies, plus a vast number of specialist suppliers and service providers. Renowned biotech players include Qiagen, Dynavax Europe/Rhein Biotech, Coley Pharmaceutical, Human Genome Sciences, Phenion, Monsanto, Bayer CropScience, Henkel and NewLab BioQuality.

Heinrich Heine University is famous for its research expertise and is Germany's most successful university when it comes to company start-ups. Spin-offs from Heinrich Heine University account for 73 percent of turnover of all listed German biotech businesses.

With 8 leading trade shows for the world of fashion and lifestyle, Düsseldorf ranks alongside Milan, Paris and Florence as a top global fashion location. Every year, more than 250,000 visitors come here to find out about the latest international creations and trends in the fashion landscape.

SERVICES OFFERED TO THE CLIENTS

- ❖ Support entrepreneurs in establishing business in Düsseldorf
- ❖ Organize financial assistance for young companies
- ❖ Advise foreign companies on permits and authorizations
- ❖ Procure industrial property and buildings
- ❖ Assist foreign companies in setting up in Düsseldorf
- ❖ Help local companies enter foreign markets

Düsseldorf offers fashion companies perfect conditions for maximizing their growth potential. Each year, 1,400 local fashion businesses achieve turnover of 14.8 billion euro, of which the region's biggest players (Esprit, C&A and Peek & Cloppenburg) generate approximately 5.5 billion Euro. 6.5% of turnover achieved in Düsseldorf arises from the fashion sector.

The Düsseldorf region is also a magnet for top companies from the cosmetics and beauty sector. L'Oréal has consolidated its operational units under a holding company in Düsseldorf. Shiseido, the world's fourth-largest cosmetics group, has its German headquarters here.

New York, London, Paris, and Düsseldorf - these four cities appear on the letterheads of many international law firms. More than 10,000 lawyers are licensed to practice by the Düsseldorf bar association, 5,478 of them within Düsseldorf itself.

This means that the city has one of the highest densities of lawyers in Germany, second only to Frankfurt. Of Germany's top 20 law firms, 13 have either their headquarters or a branch office in Düsseldorf.

A CENTRE FOR INDIAN COMPANIES
An increasing number of Indian companies are discovering the advantages of investing in Düsseldorf. Over the past few years, the number of Indian companies located in Düsseldorf has grown strongly. Here the primary motive of investors is the city's location in the heart of Europe and its markets. The comprehensive, professional and individual support in investment, relocation and other administrative matters are also named as decisive factors.

Many well known Indian companies have opted to relocate to the Düsseldorf region such as Arcelor Mittal, Corus, ESSAR Steel, Tech Mahindra, Zodiac Metropolitan Clothing GmbH to name a few.

Düsseldorf – The European Business Hub for Indian Companies

- Located in the heart of the Rhine-Ruhr-Region with 11.5 million inhabitants
- Offers an international airport with 75 airlines and 180 destinations worldwide
- Important trade fair venue with 40 international trade fairs, of which 23 are amongst the world's leading industrial events
- 5,000 international companies with offices or manufacturing facilities in the area
- More than 70 consulates and international promotion organisations including the Indo-German Chamber of Commerce
- Boasts an international infrastructure for education and culture including international schools and English language nursery schools
- Active German-Indian Round Table

Our Services for Indian Companies

- Support with applications for work and residence permits
- Assistance in finding a suitable real estate
- Referrals to legal and tax consultation professionals and human resources service providers
- Support for newcomers from India with social and cultural integration
- Continuous information flow by means of events, newsletters, mailings and other activities



Economic Development
City of Düsseldorf

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[ʃtant'ɔrt'fo:ʁtail]

* **Business location advantage.**

Our global network of experts assists and advises investors intending to set up business in one of the most attractive business locations in the world – Germany.

Benefit from our services.

- Market research and competitive analyses
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Please contact: Anna-Lena Röhrs, request@gtai.com, T. +49 (0)30 200 099-555



GERMANY

ALIVE WITH POSSIBILITIES

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ALL ROADS LEAD TO THE STATE OF HESSEN



DR. KHALED SNOUBER
HEAD OF INTERNATIONAL
AFFAIRS,
HA HESSEN AGENTUR GMBH

From the Thonet chair over Leica cameras up to the Transrapid, from Riesling wine over Selters mineral water up to the Frankfurt sausage - these quality goods from Hessen are found all over the world. Name-brand products, such as liquid crystal for LCDs, the pharmaceutical substance insulin or the world's strongest engine facilities, they are all "Made in Hessen."

The secret of Hessen's success lies in the speed with which the state is adapting to the changing global environment.

In an exclusive interview with **Dr. Khaled Snouber** - Head of International Affairs & Economic Development, HA Hessen Agentur GmbH, we explore the vast opportunities in the region and the valued services offered by Hessen Agentur GmbH

Kindly share with us an overview of the core functions of HA Hessen Agentur GmbH.

HA Hessen Agentur GmbH (Hessen Agentur) was created in the beginning of 2005 and is a 100 % daughter company of the state of Hessen. Hessen Agentur is responsible for efficient, transparent and customer-oriented business. It is the one-stop address for all non-monetary economic development programmes of Hessen with its departments "International Affairs and Economic Development", "Technology", "Innovation, Education and Media" "Business Location Development", and "Hessenmarketing".

The main goal of Hessen Agentur is to promote Hessen locally and abroad by stating its advantages and characteristics to increase the confidence of the citizens, tourists and attract investors into the state of Hessen.

Kindly elaborate on the various services offered to a potential investor.

Enterprises profit from the broad authority and international networks: Hessen Agentur has access to an efficient network of partners throughout the leading global markets. In the USA, Europe, China, India, Japan and the Arab Emirates it maintains representative offices. Its global network is not only geared towards foreign firms seeking a partner or a location, but also at Hessian companies searching business in those markets. It helps smoothen the way from the creative idea to economic success.

The business location services for foreign investors offer domestic and foreign companies professional advice on establishing a company in Europe and competent support when searching for the right location.

As a "think-tank", we identify and evaluate future technologies and give impulses for the formation of networks and clusters.

Hessen Agentur's "Technology division" is the Hessian competence centre for the support of cluster and network building processes between industry and science.

Furthermore, Hessen Agentur co-ordinates the "TechnologyTransferNetwork Hessen" (TTN-Hessen) promoting industry-science cooperation. TTN-Hessen facilitates access for SME to application-oriented public research in all technological fields by a web-based expertise data base. Patent and licensing advice is offered by three patent exploitation agencies results on behalf of all 12 state universities.

In the section "Innovation pilot" we guide complex technology oriented start-ups, small and medium-sized enterprises and expansions. During initial expert consultation, we evaluate the technology projects, providing initial assistance in their planning and execution.

Please enumerate few inherent advantages that Hessen as a region enjoys vis-à-vis other regions in the country?

All roads lead to the state of Hessen: Starting with the largest European cargo airport as well as the third largest passenger airport through one of Europe's most important internet hubs up to Germany's largest locally-linked transport system - Hessen is one of the continent's most important linchpins for people, goods, and information from all around the world. No other European region has shorter routes and faster connections to offer than Hessen. This means for our companies: Every market, every customer, and every distributor in Europe is standing right at our doorstep.

Hessen is not only the economically strongest of the German states, but at the same time one of Europe's most dynamic economic regions. Hessen in terms of productivity ranks number 1 with a GDP per employee of 70,597 Euro (2008) and to-

tal GDP amounts to more than 220 billion Euro accounting nearly 10 % of Germany's total economic output. Apart from Hessen's strong-selling and vast-exporting high-tech branches of industry, especially the booming service industries account for the fast structural changes and the ongoing economic growth in Hessen. Whenever high productivity, creativity, and stability come together in Germany - then it is here in Hessen.

Hessen can no longer be imagined away from the number of high-tech regions in Europe. Whether in the fields of information or communication technology, environmental or bio-technology, material or materials engineering - thanks to the number of equipments and employees in research and development, Hessen offers potential investors an efficient network of ideas and know-how for science transfer, further education, and endless cooperation.

Like no other place, Hessen disposes over an enormous potential of highly-qualified skilled personnel. 18 colleges, 4 Max-Planck Institutes, 32 technology and business centres and more than 100 scientific research installations ensure a personnel configuration in Hessen which can compete with know-how, wealth of ideas, and spirit.

Hessen is the state of the shortest distances - in every respect. This means for companies and investors: Minimum bureaucracy, minimum administrative and permit burden, instead more individual consultation and support, and thus faster implementation of your plans! Whatever you desire to "venture" in Hessen - we will take care of it.

To visit Hessen and settle down is a little bit like coming home: Almost every expatriate will find here a community of fellow countrymen and thus a bit of home. Whether it is due to its economic importance or its excellent international infrastructure, whether due to its world-largest commodity futures exchange or the world-famous fairs - Hessen is a more attractive bridge head for many countries and companies throughout Germany and Europe.

According to you, which are the primary sectors identified that are strategically aligned /complements with the region's inherent advantages?

The diversity of Hessen's economy is the driving factor for its success. More than 85 % of all firms are SME. Many of these are active on global markets with innovative technologies - thus being excellent partners for co-operations or joint ventures. The majority of Hessen's 350,000 companies operate in the services sector. The largest industrial sector in terms of revenue is the automotive sector and the chemical industry followed by mechanical engineering and electrical engineering.

Hessen has developed expertise in key technologies, creating a link to traditional industry but also to dynamic new service sectors. Environmental technology in northern Hessen, Biotech in central Hessen and in Frankfurt, and the software sector in the Rhine-Main-region all profit from the mature economic structure, the expertise of research institutes and the pioneering entrepreneurial spirit. Service industries are strong with 76 % of the gross value added; most important are financial services, insurances, transport, communications and business service industries.

With an increase in Indian Investments abroad, how is India poised in your scheme of things?

Hessen is home to over 7,200 Indians, with the strongest Indian communities in Germany and ten of the Top 20 India IT companies including 250 other companies have already found their way to Hessen. To name a few Tata Consultancy Services, Infosys Technologies, HCL technologies, Polaris, Apollo Tyres, Bilkare, ICICI Bank, State Bank of India, Reliance (Trevira GmbH) are already represented here.

We are focused on the Indian market and pursuing with all efforts to promote their business interest in the region. We are now witnessing that Indian companies from other high growth, high tech sectors like Life Sciences are storming the international market.

We at Hessen are very keen to offer Indian investors a very opportune economic environment and support through various network institutions. Let us welcome you in Hessen and assist you to achieve your expansion objectives to Europe.

GROW YOUR BUSINESS GLOBALLY -VIA - FRANKFURT RHEIN MAIN GMBH



DR. HARTMUT SCHWESINGER
PRESIDENT & CEO,
FRANKFURTRHEIN-
MAIN GMBH

The FrankfurtRheinMain region is one of the most dynamic and strongly growing business regions, not just in Germany, but throughout Europe. FrankfurtRheinMain GmbH is predominantly active abroad, presenting the districts, towns and cities of the region as an ideal investment destination.

To know more about the region's vast potential and the services offered by FrankfurtRheinMain GmbH, we speak to **Dr. Hartmut Schwesinger**, President & CEO, FrankfurtRheinMain GmbH. (Excerpts)

Kindly share with us a brief overview of the core functions of FrankfurtRheinMain GmbH.

FrankfurtRheinMain GmbH International Marketing of the Region is a company comprised of 24 districts, towns and cities in the FrankfurtRheinMain region. Our task is to present and actively market the numerous strengths of our region in order to attract foreign investments. In addition, we implement targeted measures to position the region in the global competitive environment.

Kindly elaborate on the various services offered to a potential investor.

Our team is comprised of internationally experienced experts dedicated to present the region to companies inter-

ested in settling in the area at location seminars and at conferences and trade fairs.

We specialize in certain regions, such as Asia, America or Europe, on the one hand, and in specific sectors of industry on the other hand. This ensures that potential investors can quickly obtain the site and market information they need - from setting up a company to subsidies to infrastructure costs. Our experts can bring all the relevant professionals to the same table, if required. Irrespective of whether these are tax and labor attorneys needed for labor and residence permits, associations, partner companies, public administration authorities or institutions. Moreover, we also help investors find land and suitable production or office space.

In the current phase of uncertainty due to the slowdown in the economy people across the globe are cautious about investing their money in banks. However, Deutsche Bank is one of the few banks in the world, whose reputation has not only remained intact but enhanced during these turbulent times.

One of the leading banks in Germany with a history spanning more than a century; Deutsche Bank has slowly and steadily spread its wings around the world. Deutsche Bank opened their first branch outside Germany in Shanghai and is today present in 72 countries worldwide with a workforce of more than 78,000. Today the bank has more than 1000 branches in Germany alone and has emerged a dominant player in the corporate sector.

Says, Dr. Ulrich Schurenkramer, Member of the Management Committee Germany, Deutsche Bank, "It is very important for any bank to first strengthen its position in the domestic market in order to win the confidence of its customers. Due to our services we have be-

come the top ranking bank in Germany. This success led us to explore new markets."

The Bank is aiming to expand its footprint outside Germany especially in Asia. "We have a long tradition of doing business in Asia, particularly India, which is a prime market for us today," adds Schurenkramer.

Due to a burgeoning economy, India is emerging as an important trade partner for Germany. Deutsche Bank has grasped this opportunity since 1980 and is now fully integrated and embedded into the Indian fabric. Deutsche Bank is proud of its heritage of being the only German Bank operating with a full banking license in India.

Deutsche Bank's Indian operation is built on strong financial and intellectual capital backed by an integrated global platform which enables them to service Indian & MNC corporates & institutional clientele. Deutsche Bank has a market-leading Corporate & Investment Banking platform in India with the unique ability to structure and provide market access to all aspects of capital structure: from senior debt to

high-yield to mezzanine to equity capital.

Equally Deutsche Bank India has a high-quality Private Wealth Management franchise focused on entrepreneurial clients, mass-affluent focused Retail banking and institutional driven Asset Management businesses. In addition to this, the Bank operates service centres in Mumbai, Bangalore and Jaipur under the DBO IG brand name.

While Deutsche Bank takes great pride in serving the banking needs of German corporates in India, over the last decade it has diversified its banking operations to service a large number of Indian clients & institutions.

With over Rs 6000 crore of capital invested in India - which makes Deutsche Bank itself amongst the largest FDI into India - Deutsche Bank is now a leading provider of Global Market FX, Rates & Credit products to Indian clients. To complement this, starting from greenfield in 2004, Deutsche Bank has emerged as the market-leading Investment Bank across Equity Capital Markets and M & As. The Bank also be-

Furthermore, we connect the investors with interesting networks, and ensure the employees feel at home in our midst, and support and assist them all the time - for as long as they are here.

Please enumerate few inherent advantages that Frankfurt Rhein Main as a region enjoys vis-à-vis other regions in the country?

With a population of about 5 million, FrankfurtRheinMain is the second largest economic area in Germany. The region encompasses parts of three federal states and is one of the most dynamic and best performing economic regions in Europe. 35 million people can be reached within a 200 km radius. The cosmopolitan region is a home to people from 180 different countries and so it is not surprising that it houses the largest number of headquarters of international companies in Germany.

Primarily, The FrankfurtRheinMain region is one of the most important traffic hubs in Europe. The Frankfurt am Main international airport is the largest air cargo hub in Europe.

In addition to this, Frankfurt am Main is the center of telecommunications. It has unique data networks and telecommunication infrastructures. This is due to the fact that more than 250 telecommunications companies and internet providers are represented in Frankfurt am Main.

Excellent financial and insurance expertise converges in FrankfurtRheinMain. Frankfurt am Main ranks fourth in terms of global financial centers. As home to the European Central Bank (ECB), it is the City of the Euro.

FrankfurtRheinMain is one of Europe's leading trade fair centers. The region offers more than 50 trade fairs and exhibitions each year attracting 41,000 exhibitors, with nearly 1.6 million visitors annually.

FrankfurtRheinMain is home to highly qualified specialists offering diverse areas of expertise. Well-known institutes and a dense network of prestigious universities and research-intensive companies ensure close links between research and

business.

And yet FrankfurtRheinMain is so much more than just a successful business center. The region is home to world-famous museums, well-known orchestras, and a lively theater, art and cultural scene.

According to you, which are the primary sectors identified that compliments FrankfurtRheinMain's inherent advantages?

FrankfurtRheinMain is one of Europe's leading industrial locations and is packed with a diverse range of different industrial sectors. The mix of industrial sectors is well-balanced, offering high levels of success potential. In the fields of biotechnology and pharmaceuticals, chemicals, automation, materials technology and medical technology, in particular, companies in the region rank among the leaders in their sectors of industry. 14 of Germany's 100 largest industrial companies are headquartered in the greater FrankfurtRheinMain region, including: Deutsche Lufthansa, Adam Opel AG, T-Systems, Heraeus, Boehringer Ingelheim, Fresenius AG and BASF

The region also has a strong services sector - Financial services, Logistics, IT & telecommunication, Management consultancy and Media & Advertising/Movies to name a few.

Your message to the potential investors from India

The Frankfurt Rhein Main GmbH is here to help you with all your queries and assist you with a smooth start to your businesses.

Few things that I must highlight here is while evaluating please keep in mind that Frankfurt Rhein Main region gives you an access to all the resources you need to guarantee efficient performance and benefit directly from the existing industry-specific infrastructures and from a sub-contracting industry that is tailored to your precise needs

The possibility for you to benefit from synergy effects from shared research & development activities. And the option to share resources and exchange knowledge.



gan its greenfield Institutional Equity Research, Sales & Trading (broking) operations in 2003 - to the point, that this businesses is now amongst the top 5 players in India. Its annuity Transaction Banking businesses have rapidly grown in market dominance - Deutsche Bank is today amongst the country's largest Custodians, #1 Depository Bank for ADRs/GDRs/FCCBs and the leading Cash Management House.

In addition to Corporate & Investment Banking, Deutsche Bank continues to build out its other core businesses - Private

Wealth and Asset Management - and grow a strong retail clientele in the mass affluent segment of the society.

Deutsche Bank is committed to widening and deepening its presence in India and will continue to invest in growth opportunities, as the market provides and regulators permit. The Bank has consciously decided to open new branches in tier-II cities such as Aurangabad, Kolhapur, Salem and Vellore as a demonstration of its desire to embed deeper into India. The branch network in India stands at 13 branches - which will increase as RBI grants fresh branch licenses.



MESSE FRANKFURT

SOARING HIGH

Kindly provide a brief overview of the core functions and scope of activities of Messe Frankfurt?

Messe Frankfurt is one of the world's largest and most profitable exhibition companies. We organise some 100 trade fairs around the globe, more than half of which take place outside Germany. This makes Messe Frankfurt one of the few truly global players in the international exhibition industry.

Our company has its roots in Frankfurt, which plays host to up to 40 trade fairs and 400 conferences, special events and other activities every year. The Messe Frankfurt Group has a global presence in more than 150 countries.

As a veteran in this industry how do you think that the Trade Fairs and exhibitions industry has facilitated

businesses around the globe?

Trade fairs are more than just the oldest marketing instruments in the world - they are also the best and most cost effective, serving as an interface between industry, commerce and trade. Trade fairs are a showcase for innovation, presentation and communication. And, in addition to their economic aspects, they are also the ideal platform for political and cultural exchange.

Particularly in times of increasing globalization, where markets are filled with countless similar concepts, projects and products, there is a growing need for platforms presenting truly new ideas - high-quality, customized platforms like those offered by the events of Messe Frankfurt.

Kindly enumerate few defining features that make

Messe Frankfurt a world class trade fair & exhibition organizer?

Internationalization and globalization are Messe Frankfurt's trademarks.

Our flagship fairs in Frankfurt are the most international in all of Germany. The international component of exhibitors runs as high as up to 70 percent, and is as much as up to 40 percent among visitors. We also export our successful flagship fairs from Frankfurt, developing them into international brands that offer our exhibitors an opportunity to establish a presence in all key economic regions.

We have been continuously expanding our international sales network since the 1950s, and have been setting up foreign subsidiaries since the 1990s, all in order to consolidate and expand our position in growth regions.

Our event business and the development of our own exhibition grounds have always been key strengths of our company, and we work continuously to adapt our events around the

world to changing market and industry conditions, invest in pioneering new events and promote our brand strategy.

No matter what we undertake - be it investing in our trade fairs, the infrastructure of our exhibition grounds or the optimization of our services and initiatives - our primary goal is to make our customers even more satisfied. All of this allows us to maintain our sustained long-term relationships with them.

India has emerged as the second largest exhibiting nation among 139 countries at your fairs, with over 2,500 Indian manufacturers each year. Does that really surprise you?

India has developed at an amazing rate over the last few years and has become one of the world's fastest growing national economies, second only to China. The variety of trade fairs and exhibitions reflects this upward trend and will continue to focus increasing interest on the Indian subcontinent as a venue for the ex-

hibition industry. India therefore offers a decidedly interesting and attractive alternative as a marketing or production site, a supply source or back office location for foreign investors. By the same token, German flagship events, such as those held in Frankfurt, are an absolute must for many Indian companies. Take our textile and automotive fairs, for example - they offer ideal marketing platforms for the Indian industry.

Messe Frankfurt has been represented in India since 1986 and our subsidiary, Messe Frankfurt Trade Fairs India Pvt. Ltd. was founded in Mumbai in 1998. Wishing to boost our participation in the increasingly intensive trade relations between Asian nations, we united our subsidiaries in China, Japan, Korea and India under the umbrella of an Asian holding company in 2001, offering an ideal means of coordinating our operations in these countries.

Our company's early presence in India was certainly one of the reasons for the success enjoyed by Indian companies at our flagship events each year.



GERMANY

ALIVE WITH POSSIBILITIES

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DR. MICHAEL
HAGENMEYER

CEO,
BADEN-WÜRTTEMBERG
INTERNATIONAL

Foreign investors and businessmen expect an attractive business environment with a high standard of quality of life and a mixture of interesting leisure and recreational value. Baden-Württemberg is well prepared to meet such expectations.

An exclusive interview with
Dr. Michael Hagenmeyer, CEO Baden-Württemberg International. Excerpts



BADEN WÜRTTEMBERG AN INVESTOR'S PARADISE

Kindly share with us a brief overview of the core functions of Baden-Württemberg International.

The optimal positioning and marketing of Baden-Württemberg as a site for business and research as well as the opening of foreign markets are the basis for the internationalization of our state, its companies, its universities and its research facilities, and for their success in international competition.

Baden-Württemberg International stands by domestic and foreign companies, research facilities, universities, regions and municipalities as a "first point of contact" to help companies establish operations and cooperative relationships here and to assist with know-how transfer.

Kindly elaborate on the various services offered to a potential investor.

Our mission is to support individual companies and entire industries in Baden-Württemberg in their efforts to penetrate foreign markets. We provide consulting services, information, and broker business contacts in key international markets. The business unit "Foreign Trade" offers a variety of services designed to help small and medium-sized enterprises (SMEs) in Baden-Württemberg expand into foreign markets. The International Projects unit focuses on enhancing the operational and technical skills as well as the organizational expertise of our foreign partners.

Our unit "Science, Research and the Arts" runs a variety of campaigns designed to promote Baden-Württemberg's universities and research centers throughout the world. Moreover, we foster collaboration

between the higher education and research sector and industry.

Our services to foreign investors planning to locate in Baden-Württemberg regions comprises of a gamut of activities associated with business set up which include our assistance for investment planning such as location information and offers financing etc. Decision-making phase comprises individual offers with regard to location and type of property/real estate, consulting service on state/federal business, promotional programs as well as the establishment of contacts with banks and with institutions for the promotion of business and commerce, etc. Settlement phase includes Support in procedural matters relating to permits etc., help with the formalities involved in the purchase of real-estate, help with applications for promotional funds, subsidies etc. Establishment phase comprises Post-settlement service, Support with regard to investment for expansion, Promotional measures of the state and of economic and industrial institutions, Participation in campaigns for the promotion of industry and commerce as well as sectors and cluster networks.

What inherent advantages does Baden-Württemberg as a region enjoy vis-à-vis other regions in the country?

Baden-Württemberg is a highly dynamic market and an internationally competitive manufacturing hub. Our economic success is a proof of our dynamism. In 2008, the state achieved 364 billion Euro accounted as one of the highest GDPs in Europe.

At 151 billion Euro, our export volume exceeds that of many European countries. Baden-Württemberg

can be proud of representing 2 per cent of all global exports. With a population of 10.8 million and an above-average per capita income, Baden-Württemberg is a consumer market of international significance.

Our state serves as a central gateway to Europe. 80 per cent of all European capital cities can be reached within two hours.

More than 100 research institutes ensure that we continue to contribute to progress and cutting-edge technology. Many leading German institutions such as the Fraunhofer Gesellschaft, the Max-Planck Gesellschaft or the Helmholtz-Gemeinschaft have a proportionally large presence in Baden-Württemberg.

This all combined makes the state a leading innovative region and high-tech location in the EU. Baden-Württemberg took the top position in a comparative study undertaken by Deutsche Bank about the innovation strength and potential of the 16 Federal States.

Our state is home to many well-known and well-respected global players. Three of these are Daimler, Porsche and Bosch. The software company SAP has also enjoyed a long tradition in the state.

According to you, which are the primary sectors identified that are strategically aligned /compliments with Baden-Württemberg's strengths?

Our economy rests on five key industries, which reflect the contrast between traditional and cutting-edge: the automotive industry, industrial processing technology, TIME (telecommunications, IT, media and electronics), healthcare and environmental tech-

nology. In order for such a hub of industry to remain competitive on the international stage, it requires a closely linked economic structure - and Baden-Württemberg has the strongest and best-linked one in Germany.

To begin with, the automotive industry has played a decisive role in our economic growth, representing a quarter of the turnover made in this industry in Germany. In addition to Daimler, Porsche, Audi, EvoBus and Neoplan, Baden-Württemberg is home to over 100 production facilities of international car brands and almost 200 direct suppliers.

Our second key industry is processing and manufacturing technology. We have a strong tradition in mechanical engineering. Our leading position in this field is one of the reasons why Baden-Württemberg is traditionally known as "The Engineering State."

Baden-Württemberg is one of the leading locations in Europe in the telecommunications, IT, media and electronics (TIME) sector. Around 400,000 employees in about 22,000 companies make this industry one of the key growth drivers in south-west Germany, bringing in around 50 billion Euro annually.

The growth of the healthcare sector gives our economy the essential impetus. Key global companies such as Aesculap, Paul Hartmann, and Karl Storz are based in Baden-Württemberg. The sector is represented by 570 companies and an export volume of over 15 billion Euro.

Environmental technology and renewable energy drive future growth. Companies from Baden-Württemberg provide a quarter of all environmental products and services in Germany.

With an increase in Indian Investments abroad, how is India poised in your scheme of things?

We are proud to play host to over 3,000 foreign companies. This success is a clear sign that companies from other countries are sure of finding excellent business conditions in Baden-Württemberg.

According to the official statistics, there are 39 Indian companies which have invested and set-up a physical presence in our State. With names like Motherhood Sumi Group, Mahindra and Mahindra, Tata Technologies, Samtel Teletube Group, Infosys, Wipro, Endurance and Ashok India Group to name a few.

In addition to this, in the period of 2005 to 2008, the exports from Baden-Württemberg to India have more than doubled and its worth to be noted, that almost 1/5th of the total German products and goods exported to India has their origin in Baden-Württemberg.

We recognize India's potential and have identified key areas of collaborations. Our recent and highly successful 140 member delegation visit led by Minister President Günther H. Oettinger to India, has given us enough confidence and vigour to continue to pursue and explore this growing emerging economic powerhouse.

BADEN - WÜRTTEMBERG IN INDIA

A 140-member political, business and science delegation from the federal state of Baden-Württemberg led by Minister President Günther H. Oettinger visited Delhi, Bangalore and Mumbai from 15th to 20th November 2009. The delegation comprised of senior ministers of the state government, members of state parliament, member of the press, company representatives, bankers, state tourism officials and representatives of universities.

On arrival in Delhi on Monday, 16th November, the delegation was briefed by Thomas Matussek, the new German Ambassador to India and Bernhard Steirnücke, Director General of the Indo-German Chamber. Thereafter the business delegation and the political delegation visited the German Centre in Gurgaon, where a presentation on the German Centre was organized.

Later in the day on Tuesday, 17th November the business delegation participated in the Baden-Württemberg International Forum entitled "Baden-Württemberg - The German Southwest: Your Gateway to Indo-German Synergies" presented by Dr. Hans-Dieter Roth, Commissioner for Industrial Locations, bw-i. Following this, there was an Indo-German Economic Forum on the topic "India-Germany: Collaborating for Business Excellence".

On 18th, Minister President Oettinger along with the political as well as the business delegation visited Bosch Ltd. in Bangalore where a meeting with the management as well as a visit of the company's production facilities was scheduled. A visit to SAP Labs India and subsequently also to the client fair 'SAP Tech@ED' and project presentations followed. The Minister President also met with the Governor of Karnataka, Hans Raj Bhardwaj. Finally the delegation visited Mumbai.

The seminars at the three locations visited were well frequented with an average of 60 to 70 participants. Parallel to the seminars a full day matching took place at all three locations, too. All together 258 bilateral one-to-one meetings between Indian and 20 participating Baden-Württemberg companies took place. According to the response given by the Baden-Württemberg companies, 45 per cent of the talks can be rated as "very positive".



MESSE NÜRNBERG

TAKING YOUR BUSINESS TO THE NEXT LEVEL

Messe Nürnberg is one of today's fastest-growing exhibition companies in Europe. The exhibition centre is even one of the 15 largest in the world. The secret for success for this enterprise is precise concepts and fair relationships - with customers, new innovations and impeccable value delivery at all time.

The exhibition site was opened in 1974 and has grown continuously ever since then. The exhibition centre has been extended and developed step by step since it was opened with 60,000 m² in 1974 and now offers 160,000 m² of display area (as of January 2007) in twelve halls grouped around the central park. The site was planned to provide logistics separation between visitors and exhibitors, which guarantees smooth operation before and during exhibitions. The Nürnberg Exhibition venue attracts nearly 24,000 exhibitors and 1.14 million visitors annually.

"Nürnberg Messe offers a dynamic and comprehensive event portfolio of own, partner and guest events with currently over 90 exhibitions and congresses for various industries", says Thomas Schlitt, Director Development Foreign Ventures.

"The success of our strategy proves we are right, as the Exhibition Centre Nuremberg has registered a constant rise in the number of exhibitors and visitors over the past years. Especially encouraging is that round about 35 % of all trade visitors belong to the top man-

agement level", adds Thomas Schlitt.

Nürnberg Messe stands for a clear profile with professional competence and innovative exhibition concepts: events for specialists made by specialists, international exhibitions precisely tailored to the relevant target groups have become established events in Nuremberg. Exhibitors and visitors from the trade meet here to exchange views and make contacts. In addition to purely trade fairs, Nürnberg Messe with its adjacent Congress Center offers optimum facilities for accompanying congresses.

Some of the specific sectors that constitutes Messe Nürnberg's event profile includes IT + Electronics, under this some globally recognized events are embedded world Exhibition & Conference Nürnberg, SENSOR + TEST The Measurement Fair, PCIM Europe Power Electronics / Intelligent Motion / Power Quality etc.

Processing + Packaging is another sector of great significance. Brau Beviiale European Trade Fair for the Beverage Industry, EUROPEAN COATINGS SHOW for Adhesives, Sealants, Construction Chemicals, POWTECH International Trade Fair for Mechanical Processing Technologies and Instrumentation, FachPack Trade Fair for Packaging Solutions to name a few.

Building + Construction sectors includes world renowned events such as Chillventa International Trade Fair Refrigeration, Air Conditioning and Ventilation, Heat Pumps, Gal-

aBau International Trade Fair for Urban Green and Open Spaces Design - Construction - Maintenance, Stone+tec International Trade Fair of Natural Stone and Stoneprocessing Technology, fensterbau/frontale International Trade Fair Window, Door and Facade Technologies, components, prefabricated units.

In the Social, Health + Public Sector domain events such as Altenpflege+ ProPflege Exhibition and Congress for Nursing, Therapy, Care + Professional Patient Care, Con-Sozial Trade Fair and Congress for the Social Services Market in Germany have gained great reputation.

Consumer Goods One of the strength areas has BioFach - World Organic Trade Fair, IWA & Outdoor-Classics High performance in target sports, nature activities, protecting people etc.

Besides sectors few public interest events are also organized by Messe Nürnberg such as akademika-The Recruiting Exhibition, CONSUMENTA Nürnberg Consumers Exhibition and Special Display etc.

"Good service is the heart of every exhibition. Whether you come to Nürnberg Messe as organizer, exhibitor or visitor, it is important that

you feel really at home here. Our team is available to serve the total gamut of activities such as Stand construction, Technical Services, Logistics, Marketing etc, essentially we provide extensive expert support to make sure you can concentrate on the essentials - doing business", adds Thomas Schlitt.

The CCN Congress Center Nürnberg is a totally new world of congressing. More than 35 congress halls and rooms with modern high-tech equipment and a total capacity of over 11,000 participants are available for use.

Messe Nürnberg is also expanding its horizon to newer and emerging markets. "We are already active in USA, Brazil, China, Russia, Argentina, Japan and India. Around 50 million Euro has been planned for new exhibitions in the next 10 years", explains Thomas Schlitt. Currently Messe Nürnberg has 42 representatives in 84 countries.

"It goes without saying that we have definite plans for India, we are represented by Indo-German Chamber of Commerce and recently we organized BioFach India - International Organic Trade Fair between 18th - 20 November in Mumbai in association with India Organic. Producers and growers of organic food from India met with international suppliers for business and showcased their products. The show was very well received by the participants", adds Thomas Schlitt.

Messe Nürnberg is also well placed to host the first Bulk Solids India 2010 in Mumbai on March 2-3, 2010.

Over the years, airports around the world have undergone a significant transformation. In the past they were just transport centres facilitating the arrival and departure of travelers but now they are much more than that. Today they have a multifunctional role ranging from offering conference facilities to retail malls and a wide choice of recreations. Munich Airport is no exception.

Taking into account the number of arrivals and departures, Munich Airport is considered the second busiest passenger airport in Germany and ranks seventh amongst Europe's ten leading airports. Over the years, Munich has also achieved a higher world-wide ranking, rising from 49th place in 1996 to 28th in 2007.

Known for its top class services, Munich Airport has earned quite a few laurels on its way to the top. In the 2007 World Airport Awards, Munich Airport was not only named Europe's best airport for the third time in succession, but it also ranked as the fourth best world-wide.

These awards and its consistent performance have led to Munich Airport earning the reputation as an important hub in European and international aviation. Today, the airport caters to a large number of flyers many of whom fly to Munich in order to catch onward flights to destinations all over the world. In 2007, these passengers accounted for 35 per cent of its traffic. Munich's two terminals, located at the heart of the airport campus, together handled roughly 34 million passengers during 2007.

Germany is the world's biggest exporter and the state of Bavaria currently has an export ratio of 45 percent. This means that Munich Airport's cargo hub is a valuable and important regional asset. The airport's excellent connections to the global aviation network offer Bavaria's exporters quick and easy access to the world's key markets. At the same time, the quality of air transport services to and from Munich is boosting Bavaria's appeal as a business location for foreign as well as local investors.

Apart from managing the flagship Munich Airport, the airport company today exports its management services globally. Operational Readiness & Transfer (ORAT) is among the foremost services in its portfolio with a record of more than 10 ORAT projects having been undertaken within the last 15 years. Today, Munich Airport is recognized as the world leader in Operational Readiness and Airport Transfer for new airports and for extensions to existing ones.

"In addition to the ORAT consultancy, we are able to support our clients with other services such as Airport Operations training, Safety Management Systems (SMS), Airport Simulation (AS) and IT System Consultancy", says Hans-Joachim Klohs, Vice President for Central Infrastructure at Munich Airport. The company has successfully completed projects at Kuala Lumpur International Airport, Athens International Airport, Bangkok International Airport, Durban International Airport to name but a few and is all set to tap the potential in India.

MUNICH AIRPORT

WHERE THE SKY IS THE LIMIT

