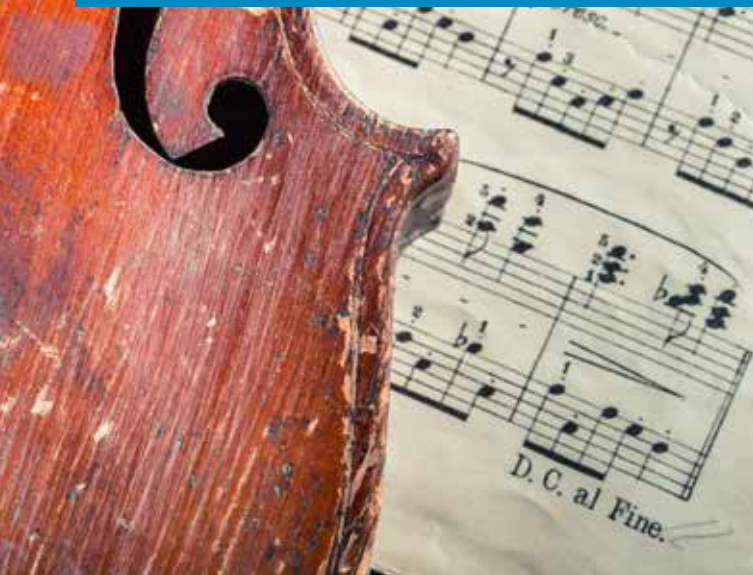
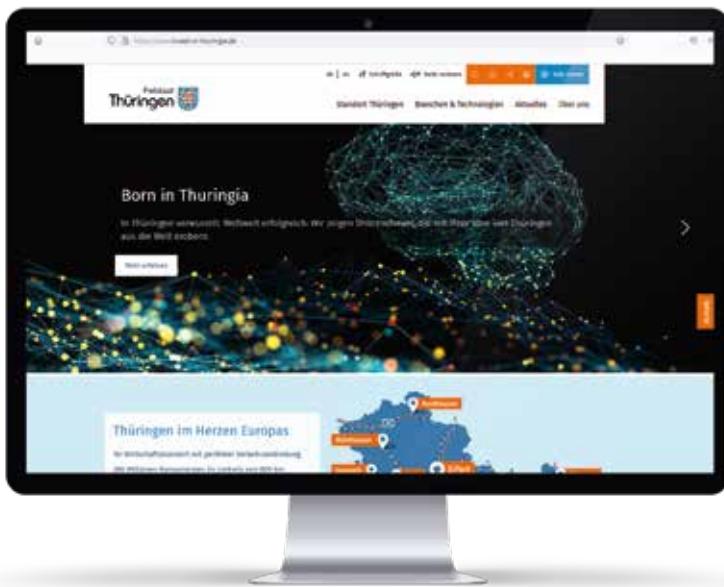


That's Thuringia.



280 millionen
consumers in a
radius of 800 km.

Only 1 location
offers this.



Thuringia digital.



www.leg-thueringen.de/en



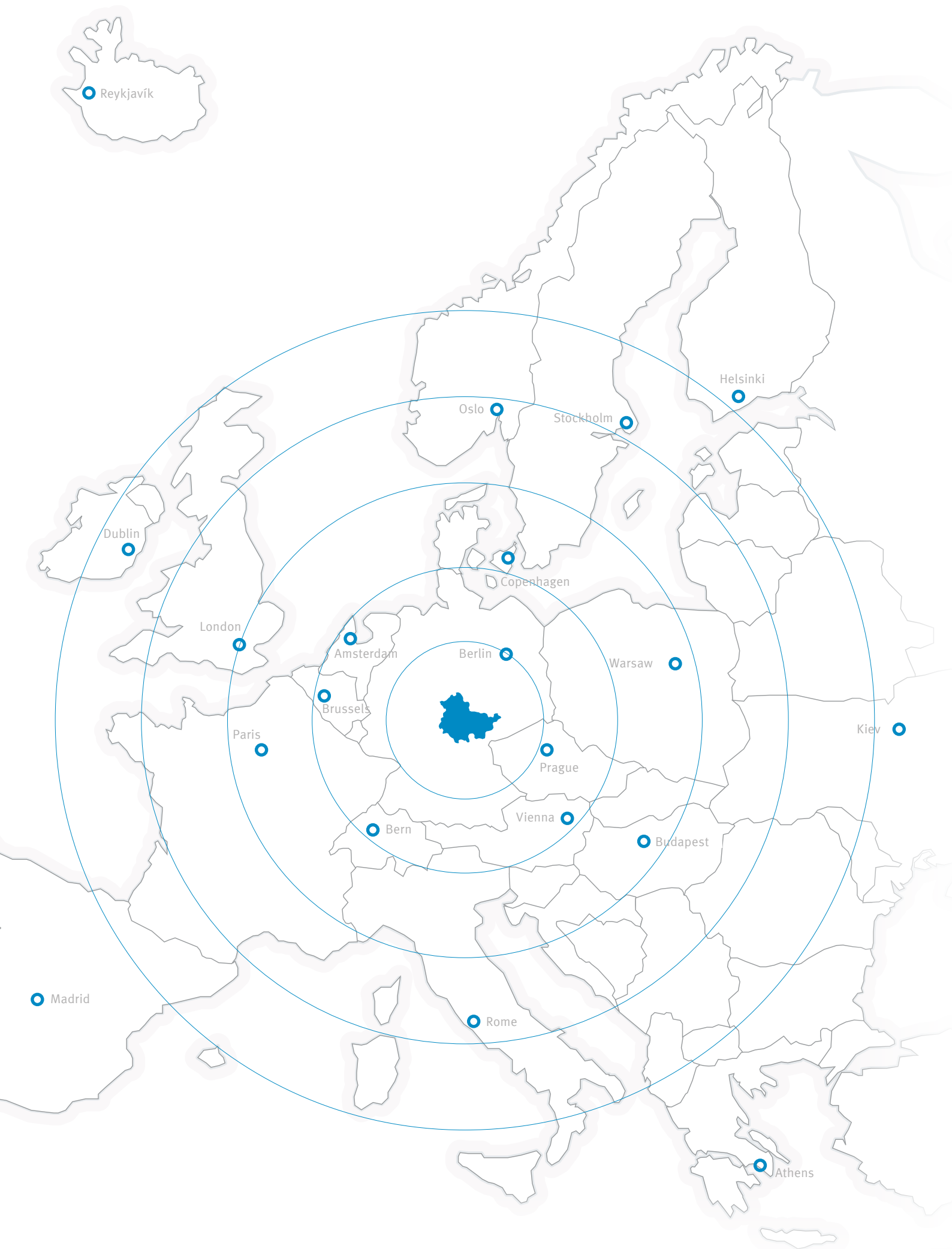
www.invest-in-thuringia.de/en

That's Thuringia.

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*Our consultation service for anyone who's thinking of living, working,
or investing in Thuringia*







Central

280 million potential customers live within an 800 km radius of Thuringia.

Do you need to dispatch an urgent shipment to your customers in Eastern Europe, France, or Sweden? No problem! From Thuringia, your business partners and customers anywhere in Europe are only a few hours away. Centrally located in Germany and the heart of Europe, the Free State of Thuringia has been a hub of continental trade for ages.

Then as now, Thuringia has stood out for its central location and its exceptionally modern infrastructure. Thus, businesspeople and travelers benefit from a dense network of Autobahn motorways and rail lines, along with the Erfurt-Weimar regional airport and the nearby international airports of Leipzig/Halle and Frankfurt am Main. These advantages make the region a highly attractive location for industry and business, as well as a hub for the international traffic of goods providing everything you could wish for. In particular, many modern, top-performing German logistics companies such as Schenker, Rhenus, Dachser, Fiege and DHL appreciate these benefits and make the most of them, thereby helping to attract key customers for local companies. Major corporations like IKEA, Zeitfracht, Zalando, amazon und

XXXLutz likewise operate out of Thuringia. But Thuringia is far more than just a transit point for merchandise and traffic; it is also a center of high-powered industrial production and innovation.

Given these many advantages, more and more companies from a wide range of industries are choosing to locate in Thuringia. We have reacted to this surge in demand with a broad-based initiative to develop additional, large-scale commercial space. Thus, entrepreneurs seeking to do business in the Free State will find plenty of attractive office space and industrial facilities in which to turn their business concepts into a success story!

The ICE-City Erfurt is being created in the vicinity of Erfurt's Central Station.



Zeitfracht Logistik in Erfurt delivers about one fifth of all goods for the German book market.



Five modern Autobahns traverse Thuringia.



With a central site in Thuringia, Zalando rapidly expands its business.



One of Deutsche Bahn's most modern railway networks.

Thuringia – Germany's high-speed train hub:

The state capital of Erfurt serves as the new railway hub for the high-speed “ICE” trains traveling along the East German-rail axes, thereby significantly reducing travel times to Munich, Berlin, Frankfurt and Dresden.

Erfurt ↔ Munich:	02:15 h	Erfurt ↔ Dresden:	01:55 h
Erfurt ↔ Berlin:	01:40 h	Erfurt ↔ Frankfurt:	02:10 h



Centrally situated in Germany and in Europe.



Hidden Champions Thuringia

Almost
100 world market and technology
leaders from Thuringia at a glance.



*Barco Audio Technologies provides optimal sound
with innovative 3D sound systems.*

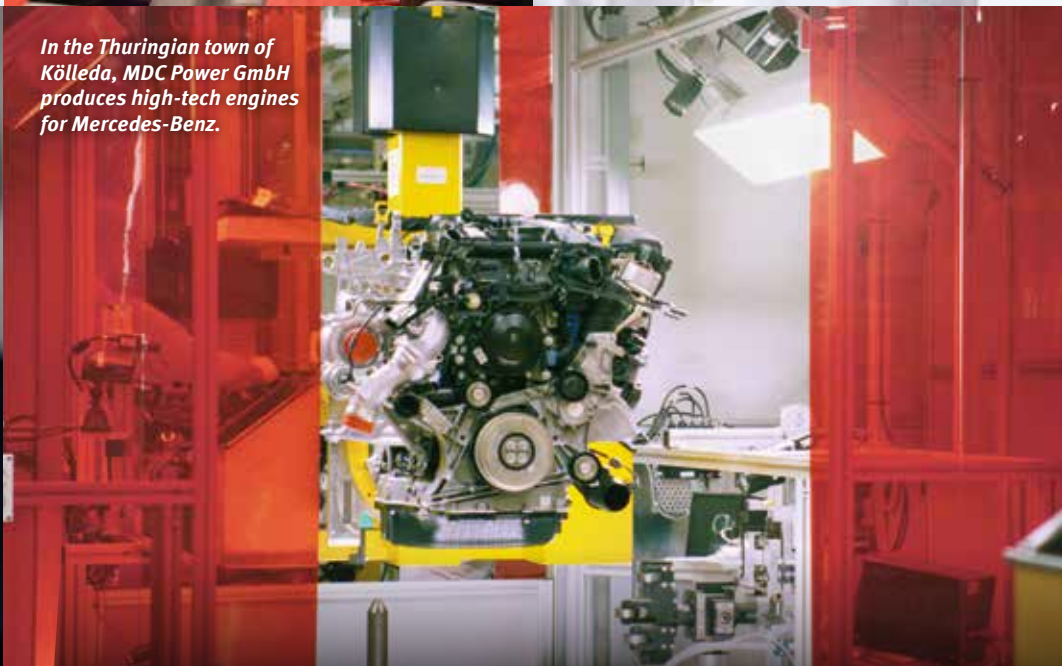


*Analytik Jena – leading producer of analytical
measurement technology.*

*The innovative products from ZEISS can only be
developed and produced with highly
qualified employees.*



*In the Thuringian town of
Kölleda, MDC Power GmbH
produces high-tech engines
for Mercedes-Benz.*



*N3 is one of the most modern
maintenance centers for large
civil aircraft engines.*



*Borbet in Bad Langensalza:
Passion for light metal.*



*Production of borosilicate glass at
Schott Technical Glass Solutions GmbH.*



*Opel has been producing cars in Eisenach
since 1990.*



*World-wide service for cutting-edge
wind power technology: the Enercon
Logistics Center in Gotha.*





Performance

Roughly 100 market leaders and technological pioneers are headquartered here: One more reason to come to Thuringia!

Rolling up their sleeves, tackling any challenge, and creating real value through their own good work – these are qualities for which Thuringians are highly regarded. Also typical are a strong sense of identification with the region, loyalty to one's employer, and lots of initiative. The inhabitants of the Free State have a sharp eye for economic opportunities and are equally ready to apply tried and tested methods or explore new ones: What counts in the end are results. This pragmatic approach has allowed Thuringians to turn their state into what it is today: an attractive, dynamic location for technical innovation, business, and investment – not to mention a great place to live!

Since 1991, the Free State of Thuringia has developed into one of the most dynamic and fastest-growing regions. The main drivers of this trend have been the state's highly productive and creative small and medium-sized enterprises. Thanks to their high flexibility and innovative capacity, SMEs are ideally poised to exploit new market developments.

Global players are at home in Thuringia as well. Thus, the dynamic medium-sized companies operate side-by-side with major corporations such as Jenoptik, Zeiss, Bosch, Siemens, BorgWarner, Opel/Stellantis and Bauerfeind. In recent years, more and more globally active companies from a wide range of industries have come to recognize the Free State's many advantages, such as the Chinese battery manufacturer CATL, who chose Thuringia as the location for its first European gigafactory. In fact, Thuringia currently ranks as the leading investment location in central Europe. This is exemplified by Mercedes, Rolls-Royce, Lufthansa, and Schenker, which have all set up plants or subsidiaries here as part of their business expansion strategy.

In other words, companies that move to Thuringia, be they large or small, all have one thing in common: the ambition to bring innovative premium products to market. Small wonder, then, that nearly 100 companies rank as market leaders and/or technology pioneers in Germany, Europe, and even the world. Take Papacks Sales. The company set up Europe's most innovative production facility for molded fiber castings and is now constantly expanding. The packaging made from recycled paper and renewable fibers is 100% recyclable and compostable. MAXIMATOR Hydrogen is also a front runner. As a leading manufacturer of hydrogen filling stations, the company develops and builds infrastructures for climate neutrality in the green heart of Germany. In the production of analog/mixed-signal semiconductor applications, X-FAB is the world's leading foundry with a long tradition of micro-electronics production at the Erfurt site.

These are only three names from a long list of leading Thuringian companies – we'll be happy to acquaint you with some of the other technological trendsetters!



Entrepreneurship

*90,000 enterprises:
90,000 examples of Thuringia's business sense!*

"The secret is in the mix!" This holds particularly true for Thuringia. The Free State boasts a wide range of industries, making its economy exceptionally resilient and viable for the future. Thus, many of the industries with the best future growth and job-creating potential can be found here: automotive, battery technology and new mobility solutions, optics, life sciences, mechanical engineering and automation technology, sensor/semiconductor industry, and the creative industries. Of course, Thuringia also has plenty of skilled craftspeople and a dynamic services sector. It is this diversity that ensures a broad base for the economy, while offering investors a multitude of opportunities to join forces with others and enable further growth across sectors.

An aspect making this variety of sectors even more valuable is the many ties they have to one another. Thus, the ability of Thuringian companies to network and work as a team has given rise to many innovative, high-value products.

This cross-sectoral approach goes back a long way. In the late 19th century, entrepreneurs like Carl Zeiss, Ernst Abbe, and Otto Schott partnered with each other to lay the foundations of the optical industry in Jena, for example. Today it is people like Matthias Beier from Spaceoptix GmbH, who lay the foundation for top products "made in Thuringia". Products that are even being tested on the International Space Station ISS.

High-precision metal mirrors from the Jena-based company were installed in a miniature telescope for ground monitoring satellites. The aim: to collect data for resource-conserving and sustainable agriculture.

Today, a total of fourteen clusters ensure that individual fields of technology are closely interlinked and that synergy effects can be optimally exploited. With a central "Thuringian Cluster Management" (ThCM), the activities for the development of growth industries in the state are coordinated and driven forward.



A true classic of German baking: twice-baked bread known as Zwieback, made by Brandt.

Company and Technology Database (UTD)

Looking for Thuringian companies, research facilities, universities and other institutions?



Production of semiconductors at X-FAB.



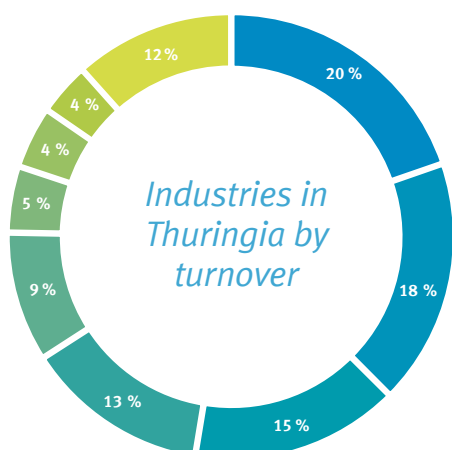
For chocolate lovers: Goldhelm SchokoladenManufaktur in Erfurt.



microfluidic ChipShop - leading in lab-on-a-chip technology.



Innovation has a long tradition at ZEISS: the microscope developer from Jena win the German Future Prize 2022.



- Mechanical engineering and automotive
- Metals production, processing, and treatment
- Electrical engineering, electronics, precision mechanics, opto-electronics, EDP
- Foodstuffs
- Rubber and plastics
- Glass, ceramics, raw materials for construction
- Paper and printing
- Chemicals and pharmaceuticals
- Other

Source: Thuringian State Statistics Office, Turnover by economic sector in the manufacturing industry (20 or more employees)

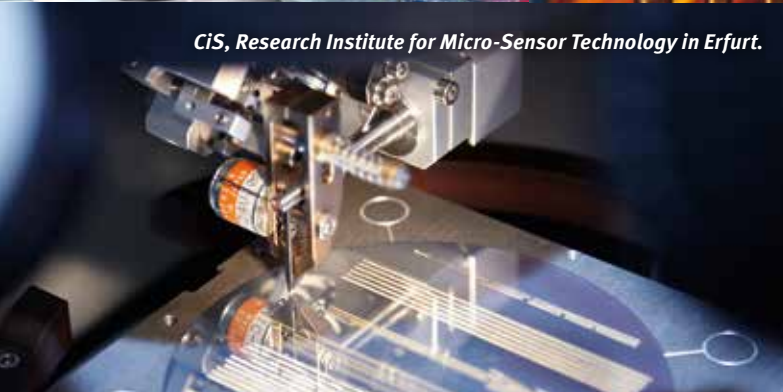
fzmb GmbH, Research Center of Medical Technology and Biotechnology in Bad Langensalza.



GFE, Society for Production Engineering and Development in Schmalkalden.



Leibniz Institute for Age Research in Jena.



CiS, Research Institute for Micro-Sensor Technology in Erfurt.



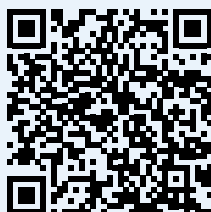
ifw, Günter-Köhler Institute for Joining Technology and Materials Testing in Jena.



At the BITC, Fraunhofer IKTS is involved in production research for energy storage systems such as sodium batteries or lithium-ion batteries.

Thuringian R&D-Portal

An overview of relevant research fields and institutions in Thuringia.



Max-Planck Institute for Chemical Ecology in Jena.



TITV, Institute for Special Textiles and Flexible Materials in Greiz.

Non-university research institutions

Fraunhofer Institutes

- › IOF – Applied Optics and Precision Engineering
- › IDMT – Digital Media Technology
- › IKTS – Ceramic Technologies and Systems, Hermsdorf Branch
- › BITC – Battery Innovation and Technology Center, branch of IKTS
- › IOSB-AST – Advanced System Technology (AST) Branch of the Fraunhofer Institute for Optronics, System Technologies and Image Exploitation (IOSB)

Helmholtz Institutes

- › Helmholtz Institute Jena
- › HIPOLE – Helmholtz Institute for Polymers in Energy Applications

Leibniz Institutes

- › Age Research – Fritz Lipmann Institute (FLI)
- › IPHT – Photonic Technology

- › Natural Product Research and Infection Biology – Hans Knöll Institute (HKI)

DLR Institutes

- › DLR Institute of Data Science

State-financed Institutes

- › iba – Institute for Bioprocessing and Analytical Measurement Techniques
- › IMMS – Institute for Microelectronic and Mechatronic Systems
- › MFPA – Materials Research and Testing Institute of the Bauhaus-University in Weimar

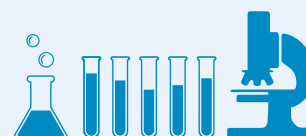
Business-related research institutes

- › CiS – Research Institute for Microsensor Technology
- › fzmb – Research Center for Medical Technology and Biotechnology
- › GFE – Society for Production Engineering and Development

- › Ifw – Günter Köhler Institute for Joining Technology and Materials Testing
- › INNOVENT Technology Development Jena
- › TITK – Thuringian Institute of Textile and Plastics Research
- › TITV – Institute of Textile Research Thüringen-Vogtland
- › RIB – Robert Boyle Institute for Biohydrogen and Environmental Research

Max-Planck Institutes

- › Biogeochemistry
- › Chemical Ecology
- › Geanthropology





Know-how

3,000 researchers in one place. Where else but in Thuringia?

Whether it's revolutionizing the way we move or making serious infections easier to diagnose – Thuringian scientists with a passion for discovery are boldly tackling some of mankind's biggest riddles to make the world just a little bit better. And they do so with two key goals in mind: to expand their knowledge and to ensure practical applicability. After all, the important innovations are intended not just for the laboratory, but for use in daily life.

The Free State's rich and productive research environment guarantees that we will never have a shortage of new ideas. Thus, our more than 50 institutes, institutions of higher learning, and research initiatives have been instrumental in spurring Thuringia's growth as a choice location for science and innovation. These include ten state-sponsored universities and universities of applied sciences, two academies, as well as 14 institutions run by research associations active throughout Germany, like the renowned Fraunhofer Society, Max-Planck Society for the Advancement of Science, Leibniz Association, and Helmholtz Association.

Jena has even devoted an entire local mountain, the Beutenberg Heights, to science. This is the site of the Beutenberg Campus, where roughly 3,000 researchers are hard at work, many for the roughly 50 biotech and medical technology companies that have located there. Under the motto "Life Science meets Physics", for example solutions for the diagnosis and treatment of life-threatening infections, particularly in the field of sepsis research, are developed.

Success attracts more success: The Leibniz Center for Photonics in Infection Research in Jena (LPI) is a unique European infrastructure for research into light-based health technologies. The German Federal Ministry of Education and Research (BMBF) puts LPI on the forward-looking national roadmap for research infrastructures

in September 2019. The state's long-standing commitment for science, research and innovation is already paying off. The Cluster of Excellence "Balance of the Microverse" is being funded in the Excellence Strategy of the German Research Foundation (DFG). It combines strengths among others in microbiology and infection biology, medicine, optics/photonics and bioinformatics at the Friedrich Schiller University Jena, the University Hospital Jena and eight non-university research institutes. The Free State also plans to tap EU funding provided under the so-called "RIS" Research and Innovation Strategies program, the benefits of which will trickle down to companies based in Thuringia.

With the Thuringian Center for Mechanical Engineering (ThZM), the Thuringian Center for Learning Systems and Robotics (TZLR), the Innovation Center for Quantum Optics and Sensor Technology (InQuoSens), the Research Center for Energy and Environmental Chemistry (CEEC) and the Thuringian Innovation Center for Mobility (ThIMo) have been created in-state platforms to strengthen cooperation between science and industry.

Last, but perhaps best of all: Thuringia has taken care to ensure that the next generation will be well qualified as well. Consider that 38 percent of university graduates in the Free State of Thuringia come from the STEM faculties – this puts us in first place, internationally speaking.



Networking

*Thuringia's biggest team: 600 companies and institutes are putting their heads together.
To create innovations that will amaze the world.*

Research, innovation, and state subsidies: If you want the whole package, Thuringia is the place to be. Here, players from business and science, large and small cooperate in networks whose effectiveness makes Thuringia a global player. Thuringia's cluster landscape pairs teamwork among local companies with top-drawer scientific expertise. The resulting benefits are already being exploited by existing centers of innovation such as the "optics city" of Jena as well as by up-and-coming engineering hubs like Ilmenau. So whether you're looking for long-term collaboration, the transfer of technical knowledge, or economic support: Invest in Thuringia and you'll never want for a partner!

Looking for a capable partner to assist in the formation, maintenance, and expansion of networks and clusters in Thuringia? The team at Thüringer ClusterManagement (ThCM) is ready to help. Reporting to the State Development Corporation of Thuringia (LEG Thüringen), the ThCM team promotes ties between the business and science sectors so as to create sustainable synergies while fostering the dynamic knowledge transfer among the various players – also across industries.

Whether they come from the region or anywhere else in the world, investors in Thuringia have a great deal to gain by becoming networking partners. The services provided by our clusters include the representation of your company's interests vis-à-vis the public; the organization of specialized events and trade-fair exhibits; networking at the global level; as well as identifying potential joint venture partners and getting the collaboration on the right track. Thuringia's cluster networks

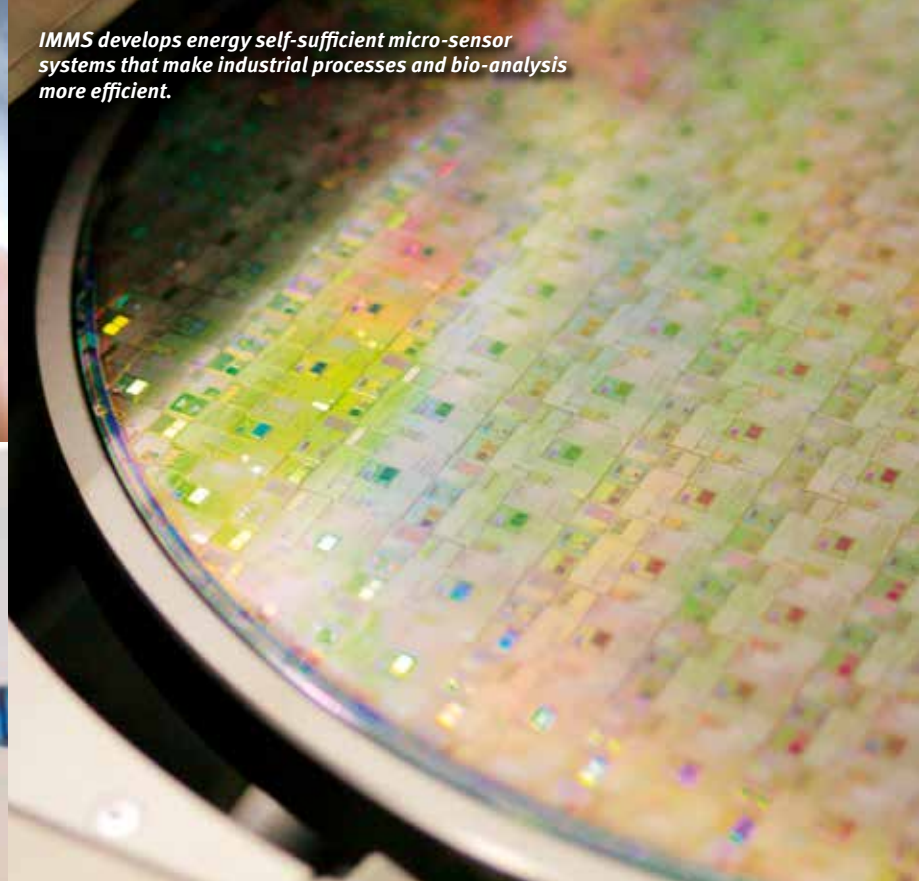
are also used to attract skilled personnel, developing young talent, and for location marketing.

Many of the companies that today are conquering the global market from their base in Thuringia made use of this solid foundation to maintain their competitiveness. Thus, roughly 40 of the almost 100 global, technological leaders operating in the Free State are also active cluster members. Corresponding clusters can be found in all of the business and industrial sectors that constitute Thuringia's strengths. These include automobiles, optics, plastics, and foodstuffs/nutrition, mechanical engineering, measuring & control technology, micro/nanotechnology, life sciences, logistics, energy and environmental technology. Some of these clusters have been active on the market for over twenty years now. Thanks to these strong networks, companies in Thuringia are not just "less alone." They are also more successful!

R&D at GRAFE Advanced Polymers GmbH.



IMMS develops energy self-sufficient micro-sensor systems that make industrial processes and bio-analysis more efficient.



The world market leader for battery cells in e-mobility: CATL - Contemporary Amperex Technology Co. Ltd. from China.



Specializing in nougat for over 120 years, Viba is No. 1 in Germany.

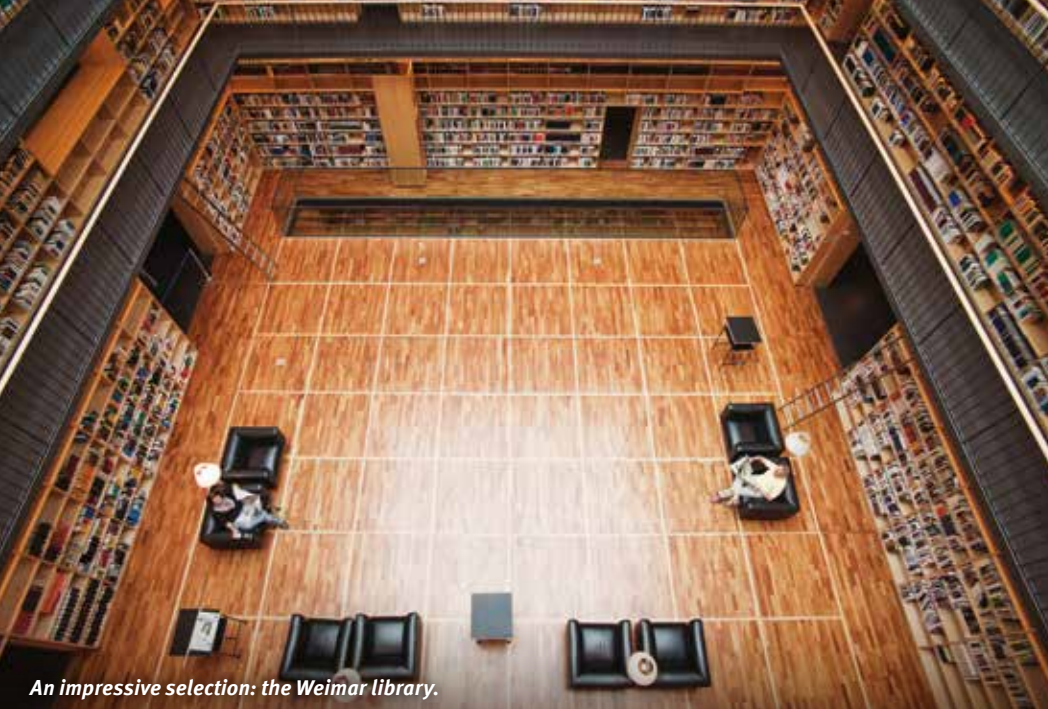


Technology leader for aspherical lenses and systems, Asphericon GmbH.



Industry networks in Thuringia.





An impressive selection: the Weimar library.



*Modern architecture, up-to-date curricula:
University of Erfurt.*

In Thuringia, we take the long view when planning ahead.

Everyone should have the opportunity to keep learning throughout his or her life. So it's for the best if a solid academic foundation is laid as early as possible in life. Which is why Thuringia takes a cooperative approach towards fostering the next generation of skilled personnel. This includes holding special children's lectures and presentations several times a year at Thuringia's universities and universities of applied sciences to stimulate kids' appetite for learning and discovery. During such events, more than 7,000 "child students" stream into Thuringia's academic lecture halls.



Thuringia – a popular place to study.



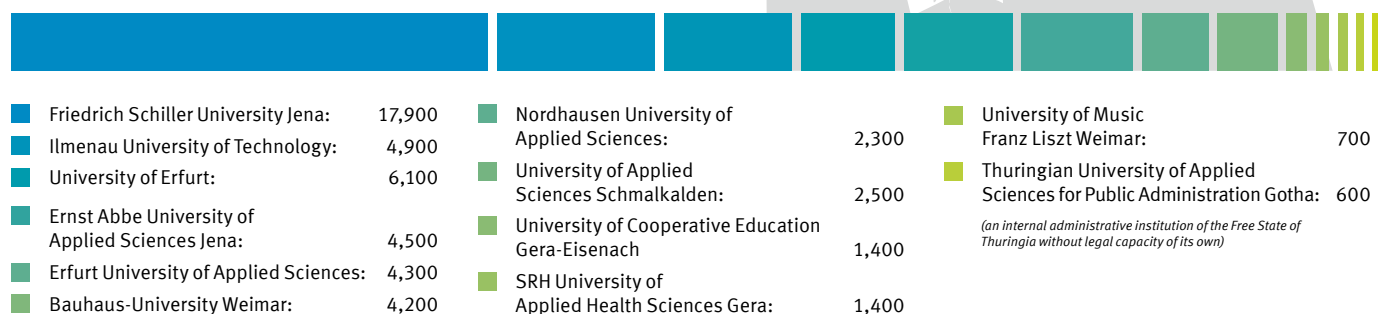
Balancing work and family is easy in Thuringia.



The Bauhaus University in Weimar specializes in technical and artistic curricula.

Students in Thuringia's institutions of higher learning

Source: Thuringian State Statistics Office, Universities (Numbers rounded)





Opportunity

Education and life-long learning. Thuringia helps groom the skilled professionals of tomorrow.

In Thuringia, education is treated as a life-long objective pursued along a number of tracks. These range from the childcare provided under the Free State's educational program to innovative teaching models, excellent institutions of higher learning, and ongoing professional qualification programs.

By the age of one, every child in Germany theoretically is entitled to attend a daycare center. In Thuringia, this is also implemented in practice. In 2024, 87,000 children attended one of the more than 1,300 day care centers and publicly funded childminders. This corresponds to a care rate of 95%. In fact, this is the best ratio in all of Germany. And what is more: All-day care and targeted youth development continue to be provided even after a child becomes old enough to attend Thuringia's schools. This generous childcare system is good not only for kids, but for their parents as well, since it allows them to better balance work and family.

Even when a child is still in school, Thuringia is already thinking ahead. Thus, youth are encouraged to maintain a personal "career orientation file" (Berufswahlpass) that will eventually help them to identify their occupation of choice well ahead of time. Pupils' talents are also nurtured by innovative academic curricula. This is the sort of commitment one might expect from the "land of poets and philosophers," and it pays off: Thuringia regularly ranks at the top of the quality of education surveys performed within Germany and when compared internationally. And upon successfully completing their studies, Thuringian graduates can look forward to promising job prospects.

Thanks to the Free State's nine state-funded universities and universities of applied sciences as well as other institutions of higher learning, some of them private, about 50,000 young people have the opportunity to obtain post-secondary education. That's a benefit for investors as well: In no other region are so many students studying business administration and management, natural sciences, and engineering as in Thuringia. The Free State ensures that its young graduates and up-and-coming talent receive a thorough theoretical education and practical on-the-job training at every step of the way, as well as opportunities to earn further qualifications. And in the rare event that this educational system falls short, there are industry networks that can step in and take up the slack. Thus, it is hardly surprising that 57 % of Thuringia's labor force consist of skilled workers, that 14 % attended a university of applied sciences or university, or that 22 % hold a technical or vocational degree.

But a graduate's education does not stop once he or she enters the working world: Thuringia's universities, universities of applied sciences, and vocational academies also offer comprehensive ongoing education programs. These allow employees to obtain additional professional training any time they choose, so as to obtain precisely those supplemental qualifications they need for their daily work.



Easy living

1,000 things to discover

Take a generous expanse of stunning natural beauty, add a dollop of historically rich cities and towns, and mix in an exuberant, hard-working population that also knows how to enjoy life. What do you get? Thuringia, of course! That's because Thuringia has it all: A region where life can be lived to the full, with something new to explore practically every day.

The list of illustrious personalities who succumbed to this recipe is a long one. Among the most prominent are Johann Sebastian Bach, Friedrich Schiller, Johann Wolfgang von Goethe, Franz Liszt, Lyonel Feininger, Otto Dix, Friedrich Nietzsche, and Walter Gropius. For all of them, the natural setting, people, and culture of Thuringia were key sources of their creative inspiration.

For others, the region was a favored retreat providing the tranquility and privacy they required to create important works. Take Martin Luther, for example, who translated the New Testament into German while hiding in Wartburg castle under the pseudonym “Junker Jörg”.

The legacy of these great Thuringians lives on to this day. Remaining true to this creative tradition – but also open to contemporary artistic currents – Thuringia offers a vast array of cultural events, exhibitions, and festivals that will awe and delight you. These include the Weimar summer culture festival, the DomStufen-Festspiele (festival in front of Erfurt Cathedral), the Thüringer Bachwochen (devoted to the music of J.S. Bach), the open-air jazz festival Jazzmeile Thüringen, Jena's Kulturarena, the Weimar Kunstfest, the Rudolstadt Festival in, and the EkhoFest in Gotha. In fact, the list of multifaceted events goes on and on.

It's safe to say that Thuringia indulges its residents and guests with a unique and festive cultural program.

But there's yet another dimension to the Thuringian lifestyle: Practically every corner of the Free State has its own culinary traditions to delight any gourmet looking into the kitchen, where even familiar dishes are presented in all sorts of creative new ways. Of course you will also have no trouble finding that famous Thuringian standby, the Bratwurst sausage, as well as succulent, marinated roast meats and dumplings “just like grandma used to make.” These delicacies, by now the epitome of Thuringian cuisine, have even found their way into the more experimental creations of star chefs, offering stellar culinary experiences.

This rich culinary diversity includes such delicacies as onion tarts from Weimar, Mutzbraten from Gera (marjoram-spiced barbecue pork), or Brückentrüffel pralines from Erfurt. Whatever your taste may be, you're sure to find something here to tickle your palate. And what better way to round it all off than with a choice beer! (The famous German Reinheitsgebot, or beer-brewing purity rules, first originated in Thuringia, by the way.) Or if you prefer wine, the choice vintages from the Saale Valley will not disappoint. So you see, Thuringia's cuisine is as diverse as the region itself. Why not dig in and give it a try?



A satisfying Thuringian tradition: the Bratwurst.



Thuringia offers plenty of recreation.



Music, theater, and cabaret under the big top: the Köstritzer Spiegelzelt.



Gourmet cuisine is at home in Thuringia.



Modern hotel in a historic setting: the Hotel auf der Wartburg.



The Grand Green Hotel in Oberhof – family vacation in the Thuringian Forest.

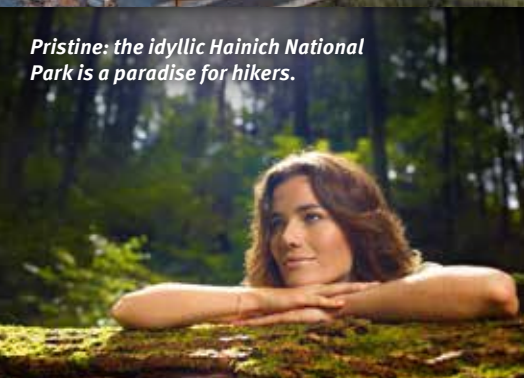


Germany's most famous literary lions: the memorial to Goethe and Schiller in Weimar.



The Rococo palace of Dornburg.

Some of the most exciting biathlon events anywhere: the ski stadium at Oberhof.



Pristine: the idyllic Hainich National Park is a paradise for hikers.



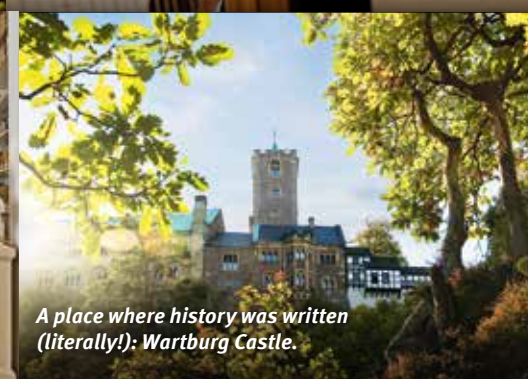
Culture in Weimar



Erfurt Cathedral and the St. Severi Church.



Duchess Anna Amalia Library in Weimar.



A place where history was written (literally!): Wartburg Castle.



Doing a good job. And living the good life. In Jena, for example.



This is where investors get full support: LEG Thüringen.



By experts for experts: the Weimarer Wirtschaftsforum – an economic conference.



Thuringia's trade fair stand.





It's all about you

Investors from Germany and abroad can draw on the many support services provided by the Thuringian Ministry for Economic Affairs, Agriculture and Rural Areas (TMWLLR), as well as by the State Development Corporation of Thuringia (LEG Thüringen). Among other things, these organizations can assist with expansion projects, with the selection of joint venture partners, or provide orientation to help skilled personnel get established in our Free State. That's what you call full service from the word go. That's Thuringia!

Our services at a glance:

- › Help investors find the perfect location in Thuringia to realize their business concept;
- › Act as government agency liaison, provide data on the economy and on the region, provide consultancy regarding financing and public subsidy opportunities, introduce potential joint venture partners from industry, science, and higher education;
- › Identify potential partners at Thuringia's research institutions or institutions of higher learning and help with making contact with business players;
- › Assist in recruiting qualified staff via the Thuringian Agency for Skilled Professionals (ThAFF);
- › Coordinate and support, via the Thuringian Cluster Management (ThCM) team, the activities of Thuringia's clusters in the ground-breaking fields defined under Thuringia's Innovation Strategy;
- › Provide active support in accessing the global markets via "Thüringen International".
- › Your one-stop **contact**:
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99084 Erfurt, Germany
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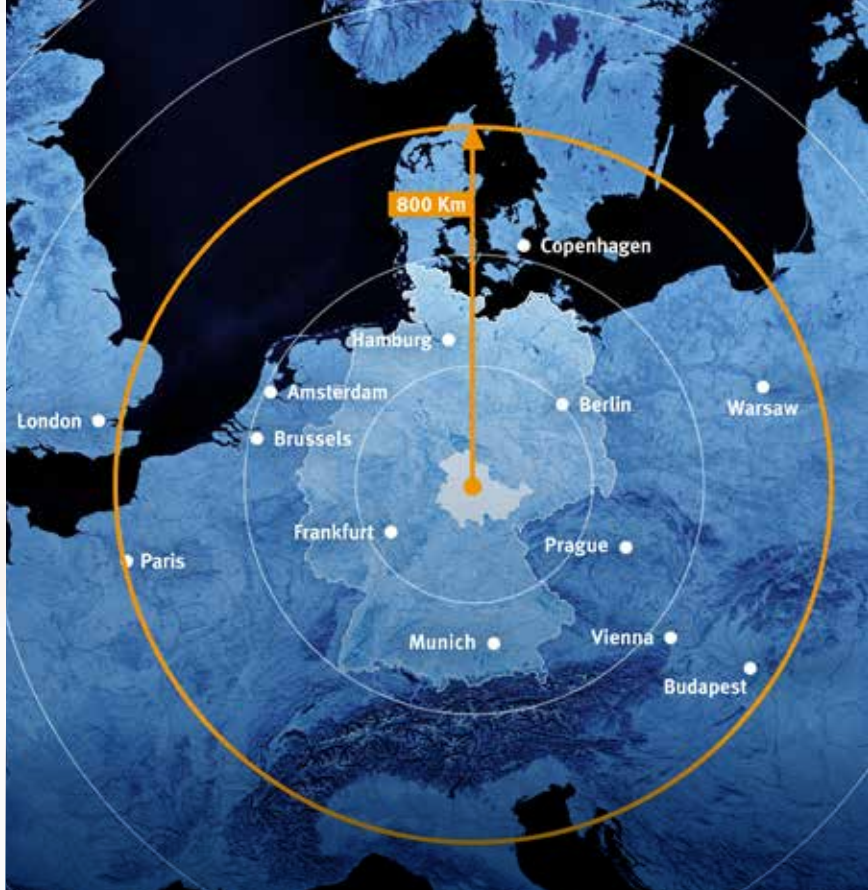
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