

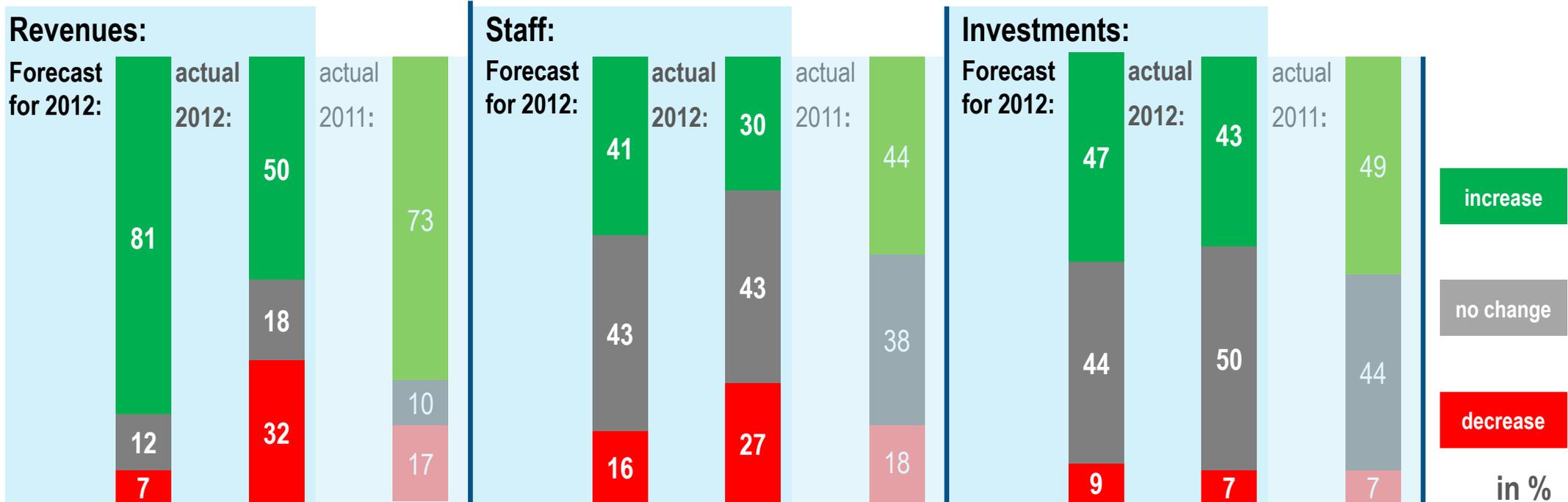
Business in Germany 2013:

How U.S. investors assess their situation and perspectives

Digest of the 10th AmCham Business Barometer published in March 2013, based on a survey among the most renown American companies invested and active in Germany in December 2012 and January 2013

TWO EXCEPTIONAL YEARS FOLLOWED BY A WEAKER 2012

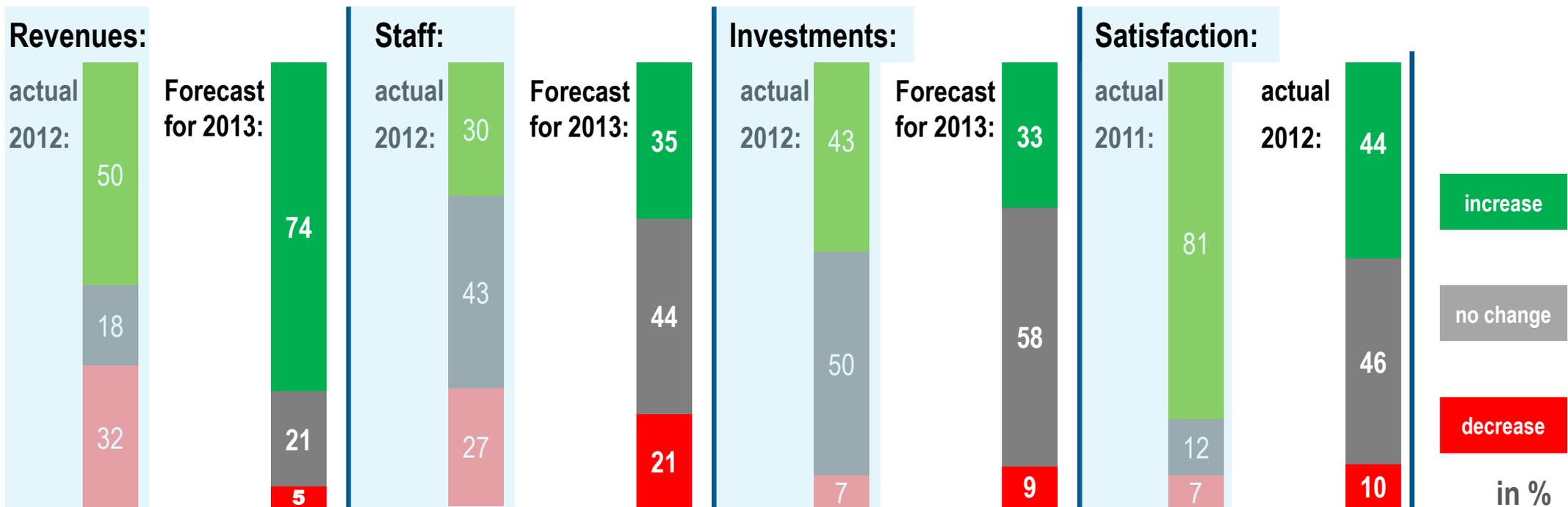
American companies were very successful in 2010 and 2011 in their activities in Germany and had hoped for a third year in a row with exceptional results. While this forecast turned out to have been too optimistic the annual statements were still much better than in 2009, the year of the crisis:



Despite the crisis in Europe 50 % of the American companies in Germany were able to increase revenues!

THE FORECAST FOR 2013 IS OPTIMISTIC AGAIN

Despite of the relative backlash in 2012 the forecast for 2013 is optimistic. A highly qualified workforce is seen as Germany's biggest asset: 60% named qualified staff the most important strength, followed by economic stability (49%), political stability (47%), good infrastructure (36%) and market potential (28%). 90% are content with the location:

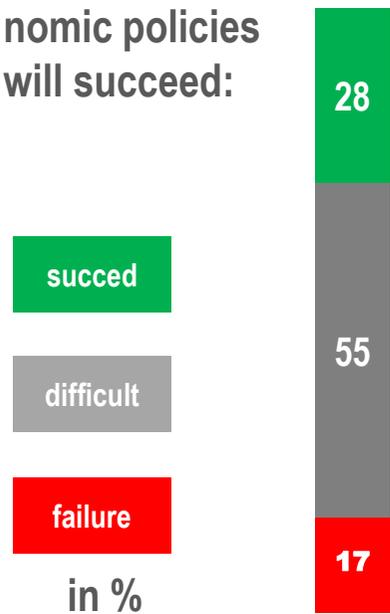


Despite the crisis the forecast is optimistic with only 5% of the American companies in Germany expecting a decrease in revenues!

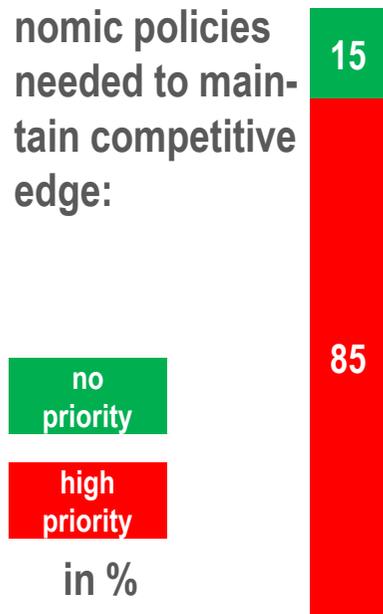
IMPROVEMENTS NEEDED, BUT GERMANY WILL MAINTAIN OR IMPROVE ITS COMPETITIVE EDGE

American companies invested in Germany believe that further reforms are needed to keep the competitive edge and accept that success will be difficult to achieve but overall they believe that Germany will maintain or improve its competitive edge:

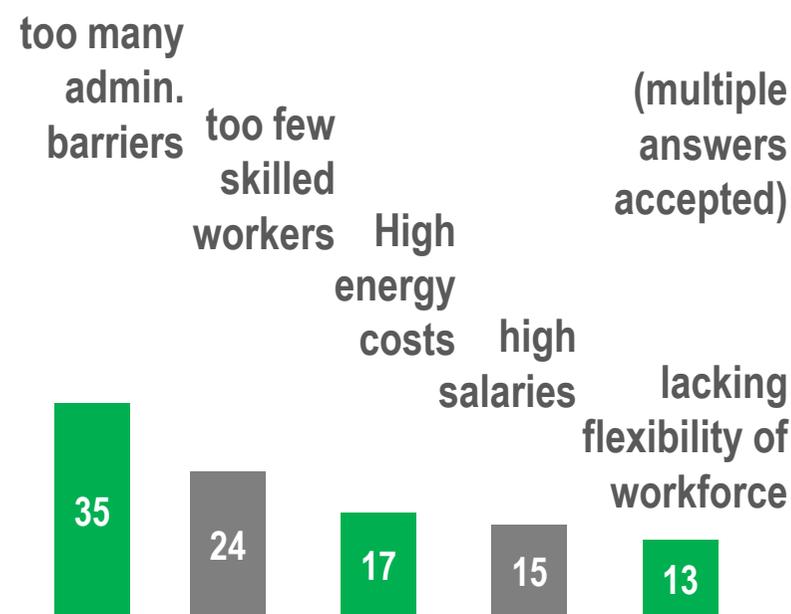
Reforms of economic policies will succeed:



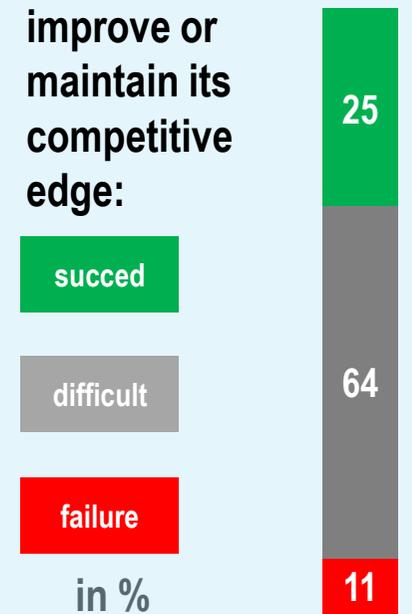
Reforms of economic policies needed to maintain competitive edge:



Germany's 5 largest weaknesses (in %):



Germany will improve or maintain its competitive edge:



Despite the crisis in Europe the American companies expect Germany to maintain or improve its competitive edge!

DOING BUSINESS IN GERMANY

- 📍 Area: 138,000 sq mi (New Jersey, New York & New England)
- 📍 Population: approx. 82 Mio (per capita income: USD 41,168)
- 📍 GDP (nominal, 2012): USD 3.367 trillion (4th largest in the world)
- 📍 99.3% of companies are small and midsize (SMEs); they employ 61% of German workforce & account for 47% of gross value added & 46% of gross investments in tangible assets
- 📍 Most SMEs have a strong local or regional basis often in smaller cities outside the large industrial centers

Large economic centers (see map):

- 📍 Hamburg metropolitan area
- 📍 Berlin / Potsdam
- 📍 Ruhr Region [Duisburg, Essen & Dortmund]
- 📍 Rhineland [Düsseldorf & Köln (Cologne)]
- 📍 Rhine-Main region [Frankfurt/Main, Ludwigshafen, Mannheim]
- 📍 Stuttgart metropolitan area
- 📍 München [Munich] metropolitan area



WHO WE ARE

OUR EXPERTS:

Dr. Frank Herdmann

Reliable commercial and legal representation

Jacquelyn Reeves

Professional cross-cultural and transitional development

Sandy Weiner

Appreciative organizational design and coaching for healthy profitability

AUREL VEST

Industrial advisory and management services



Jacquelyn Reeves, M.S. – Managing Member

Workplace educator with demonstrated track record in generating improved workplace efficiency, staff satisfaction, and communication. Consistently selected for challenging situations. Fluent in German and English. Special expertise in social media and virtual teams.

Managing Partner of Reeves Intercultural

Sandy Weiner, M.ED., M.C.C. – Managing Member

Rich background as a coach, leader, and facilitator of human resources solutions which lead to real, sustainable business success. Brings in a trained psychologist perspective combined with business experience as a leader of flourishing ventures with the ability to understand and solve complex issues.

Managing Partner of 1-Focus

On June 1st, 2012 we formed an alliance of experts in different fields to deliver services and products for companies and individuals with business or other economic interests in Central Europe. On May 1st, 2013 AUREL VEST joined our alliance.

Together we create value across cultures!

Dr. Frank Herdmann – Lead Manager

C-level manager with a legal, financial, and operational background. Demonstrated track record in generating improved efficiency and higher profit margins. Fluent in English, educated in the US and Europe. Highly-skilled at working in multiple-targeted assignments in both the public and private sector.

Managing Partner of Auxilium Management Service

AUREL VEST – Associate Member

Experienced managers with C-level careers from diverse industry sectors : i.a. Raw Materials, Machinery, Manufacturing, Metal Processing, Automotive Supply, Railway Technology, Electronics, Power and Utilities, Clean Energy, Solar Technology, Industrial Services, Aircraft Maintenance, Technology, Engineering Services, Telecommunication Equipment, Information Technology, Media, and Retail Trading.

WHAT WE DO



Commercial and legal representation

- Manage the expansion of customer and/or supplier base
- Asset and investment management
- Undivided attention to your asset sales, divestments, and spin-offs

Cross-cultural and transitional development

- Executive business culture briefings
- Relocation Services
- Moving to a new country: Relocation Cross-Cultural Training
- Repatriation Training
- Communication across cultures
- Cross-cultural conflict resolution
- Negotiations on the international stage

Organizational design and coaching

- Merger excellence – enabling mergers that work from the start
- Strategic alignment and shared visioning
- Enterprise renewal across cultures
- Leaderstart® – team on-boarding
- Transitional leadership coaching

Industrial advisory and management services for investors

- Industrial advise in acquisition projects
- Operational and business due diligence
- Increasing company value following acquisition
- Post Acquisition Services
- Turnaround, restructuring and crisis management
- Portfolio-Management Service
- Interim Management

The AmCham Germany Business Barometer is an exclusive survey of companies with American capital in Germany, regarding business prospects and general conditions in Germany as a business location, while also comparing it internationally. The current study marks the tenth edition of the Business Barometer, **created by AmCham Germany in cooperation with Roland Berger Strategy Consultants**. Between December 2012 and January 2013, American companies from various industries in Germany were interviewed in a detailed online questionnaire. Participants included a total of 58 companies with aggregate annual revenue of approximately 95 billion Euros and approximately 240,000 employees in Germany.

It is available in German only on AmCham's website:

<http://www.amcham.de/publications/business-barometer.html>

We therefore provide this summary of core results in English as a free service to American companies!

For more information please contact:

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**Thank you very much
for your attention!**