

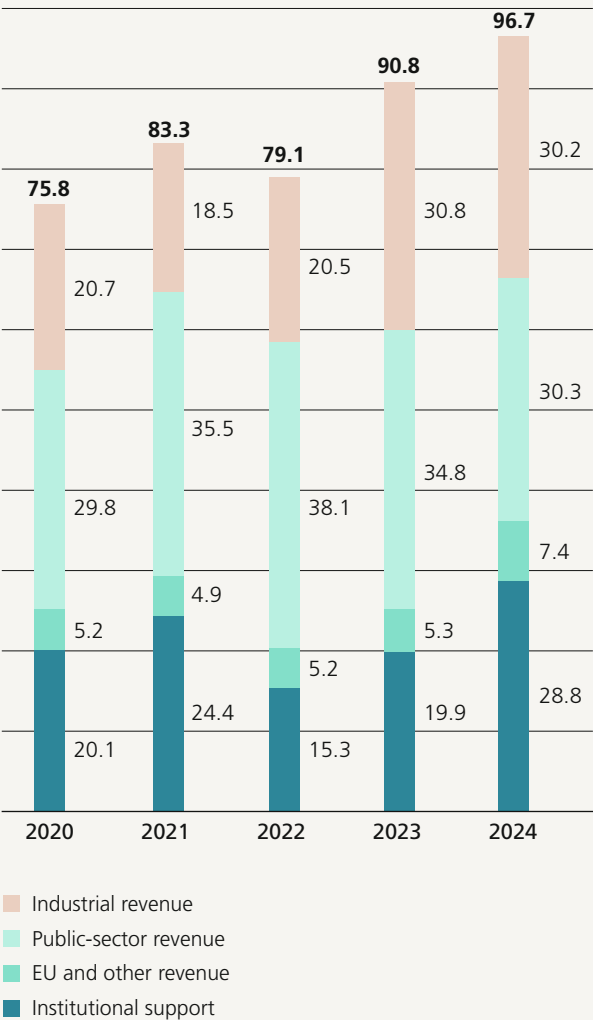
Fraunhofer IKTS in figures

Budget and income

The institute looks back on a very successful year 2024. Our projects continue to focus on energy and environmental technology. But the development of structural ceramics and characterization technologies is also in high demand in industry. The total budget has grown to a record €96.7 million. Investments amounted again to €12 million. Material costs have risen to €10 million. Further procurements, worth more than €10 million, will only become cost-effective in 2025 due to delivery dates having been postponed. In view of the overhead structure, it was largely possible to compensate for the considerable increase in costs for energy, personnel and consumables. The changed cost structure was stabilized within the planned limits thanks to the growth achieved. All financial targets have been met.

At €30.2 million, the volume of industrial projects is again at a very high level. The sites in Saxony contributed €21.6 million to this. The sites in Thuringia were able to increase their share from industry revenue very successfully by €1 million, to now €8.5 million. The basis for further growth was laid by the investment measures. Public income from the federal states and the federal government went down to €30.3 million. As public projects are an essential basis for the planning of employment contracts because of their long duration, this decline is critical and must be compensated for. It was partially possible to achieve this through international networking, resulting in an increase in the area of EU projects and other revenues to €7.4 million. Institutional funding has contributed €28.8 million to offset the budget. In total, more than €10 million was strategically invested in the infrastructure in order to meet the new challenges that arise from the expected decline of future public revenues. To this end, pilot production capacities in the fields of transparent ceramics, energy systems and recycling have been expanded. In many public projects, reduced funding rates are increasingly causing problems. Basic funding must not be used to compensate for the gaps in funding, so institutions must use income from the industrial sector to make up for these shortfalls. Also, the opaque financing strategy at federal, state and EU levels poses enormous challenges. The fact that proven, certified billing models are being called into question retroactively constitutes one of the challenges of the coming years. The volume of public projects remains uncertain at the turn of the year. This means that international cooperation will continue to gain in importance.

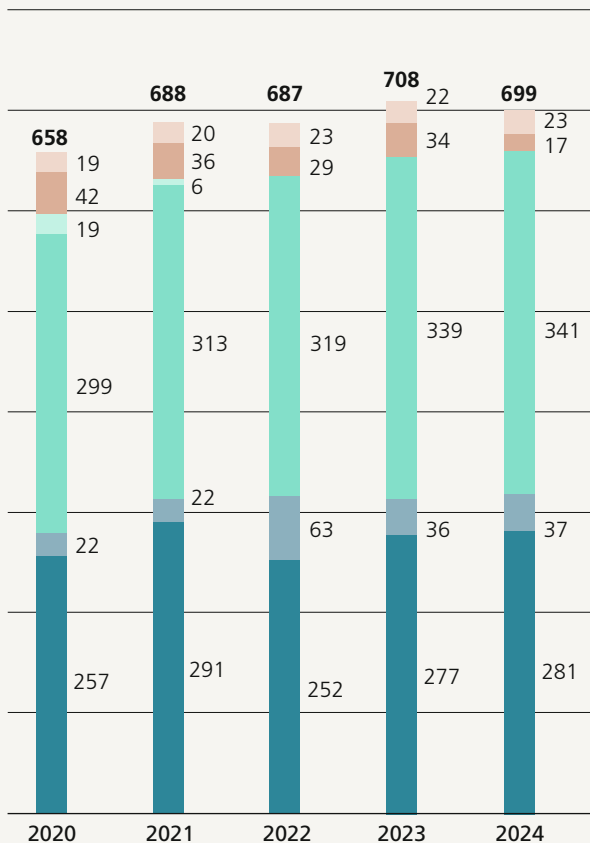
Revenue (in million euros) of Fraunhofer IKTS for the budget years 2020–2024



Human resources development

A total of 813 staff members, corresponding to 700 full-time equivalent jobs, work at the various IKTS sites. Compared with the previous year, there are fewer people as of December 31, 2024 reporting date. Attracting more students and doctoral candidates to work at the institute is one of the tasks we face. With the expansion of their research infrastructure, the sites in Thuringia have already taken an important step in this direction: They were able to increase the number of doctoral candidates from 12 to 19. Connections with local universities have proven very successful. New administrative regulations make it much more difficult to hire student employees from the business administration sector. With more than 51 supervised doctoral theses, the institute makes an important contribution to the training of future managers. Agreements for the various phases of each doctoral thesis including specific goals and

Personnel developments at Fraunhofer IKTS – Number of employees 2020–2024, full-time equivalents



- Apprentices
- Student workers, trainees, undergraduate students
- Part-time and contract workers
- Employees with university degrees and technicians
- PhD candidates
- Scientists

schedules make working on PhDs at Fraunhofer an attractive proposition. The research infrastructure at Fraunhofer IKTS also occupies a top position in international comparison. However, training in apprenticeships is also increasingly popular. With targeted funding, Fraunhofer IKTS strives to train and retain its own young talent. As of January 2025, the number of employees has increased because of the integration of the Center for Economics and Management of Technologies CEM, formerly Fraunhofer IWM. A further expansion of the business divisions is underway.

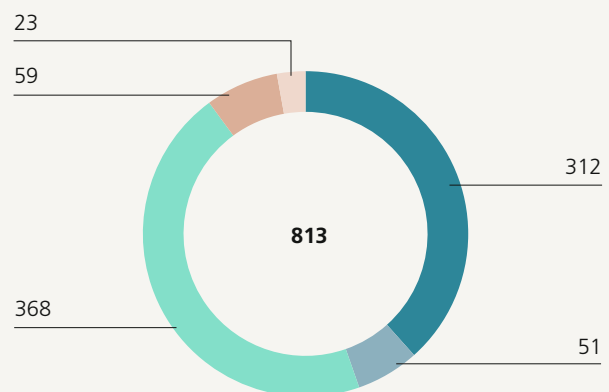
The relevance of our research topics combined with modern working conditions is what attracts people to work at Fraunhofer IKTS. Part of our strategy to strengthen our sites in 2025 is through the continued leasing of premises.

Our willingness to adapt contracts according to individual needs is a major reason for starting at Fraunhofer IKTS. Fraunhofer IKTS as an employer continues to be well-positioned in the market. Nevertheless, finding employees in the scientific – and increasingly also in the administrative – field remains one of the main challenges.

Change management

Fraunhofer IKTS has grown to 10 times its size over the last 20 years. Bringing together different parts of the institute has allowed us to form a very successful unit. The challenges of the future also lie in efficient cooperation structures. Optimizing business processes in SAP remains a major challenge. The burden in all areas is to be reduced through comprehensive structural adjustments. Extensive change processes will be prepared in 2025. Starting January 1, 2026, the entire Fraunhofer IKTS will be combined in one cost center. This will facilitate the use of infrastructures across federal states and simplify administrative processes. Benefits will arise both in the processing of large-scale industrial projects and in publicly funded activities.

Number of employees of Fraunhofer IKTS in 2024, headcount



- Apprentices
- Student workers, trainees, undergraduate students
- Employees with university degrees and technicians
- PhD candidates
- Scientists