



TRAINING
BUSINESS GAMES
COACHING
CONSULTING



● ZAHLENWERK

*Not everything
that counts
can be measured,
not everything
that can be measured
counts!*

Albert Einstein

Many people feel inhibited by using business numbers and financial terms. This is partly because these terms are not defined consistently such as the structure of the financial statements, internal accounting terms and too many abbreviations exist (P&L, EBITDA, ROCE). The result is a lack of confidence in dealing with business tasks.

Economic expertise is a prerequisite for economic activity for all those who have to juggle with corporate figures. We support you in creating and sharpening this understanding.

ZAHLENWERK GmbH is a network of experts with many years of international experience and detailed knowledge of various industries.

We invite you to learn more about us on the following pages.



★ TRAINING

Your employees are actively and individually supervised at every stage of the learning process. With ZAHLENWERK you will learn interactively and sustainably with practical orientation.

★ BUSINESS GAMES

Our main tool for the education and training are business games tailored to your company, because it benefits active learning ideally.

★ COACHING

We give helpful feedback and point out new approaches of action and alternatives in dealing with business issues.

★ CONSULTING

Our experienced professionals can advise you on almost every topic concerning the figures of your company.

*Learning and enjoyment
are the secret to a fulfilled
life.*

*Learning without enjoyment
wears you down.*

*Enjoyment without learning
dulls you.*

Richard David Precht



*Transparency
in figures
is no rocket
science.*

4 TRAINING

Number rules the universe.

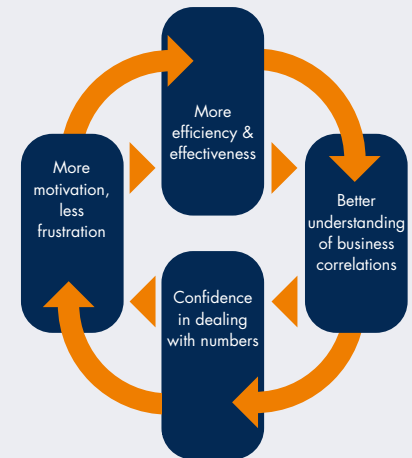
Pythagoras



- ★ ZAHLENWERK offers different corporate training concepts that are specifically designed to fit both the business needs as well as the knowledge of participants.
- ★ Our topics include but are not limited to business principles, basics of economics, controlling, cost accounting / costing, financial statement analysis, international accounting, planning, reporting and project management.
- ★ ZAHLENWERK trainings are vivid and interactive. We communicate complex topics in a way that is practice-oriented and easy to grasp.
- ★ The use of our customized business games is an important tool. They support the mediation of complex issues and ensure a sustainable learning success.
- ★ As needed, we may hold a training for you on-site or in a conference center as an in-house event. If desired, you can also book a training session as an open-for-all event at the IHK Akademie München / Westerham: www.akademie.ihk-muenchen.de

*Learning is like
rowing upstream;
not to advance
is to drop back.*

Laotse

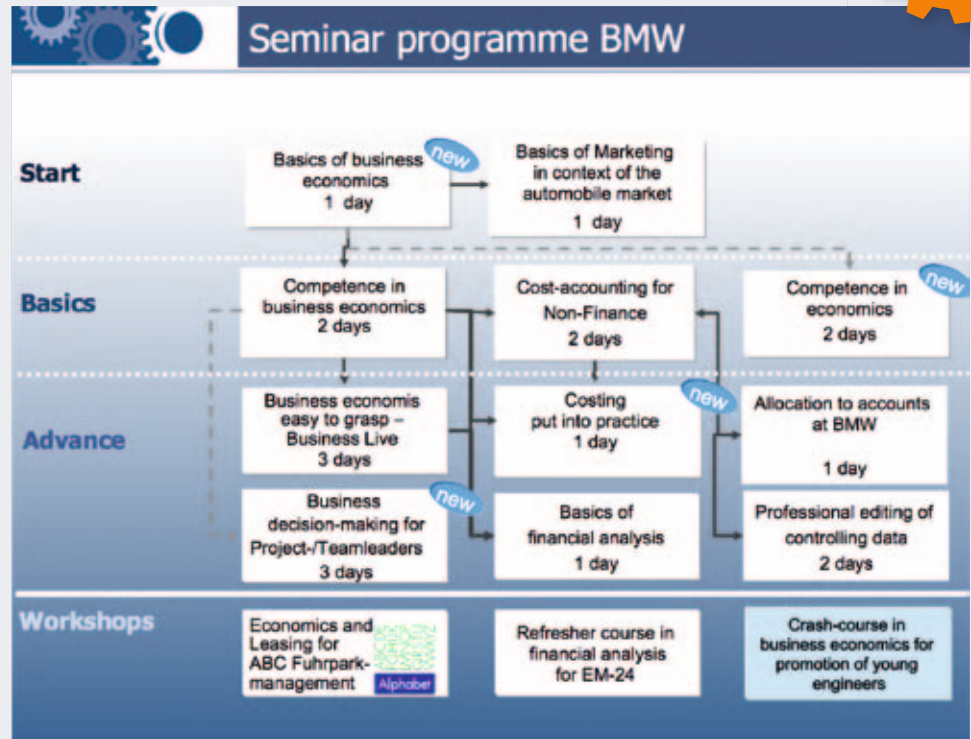


6 TRAINING – EXAMPLE BMW GROUP



A special BMW-business game is in play since July 2008 under the title »Hands-on Economics – Business Live« in addition to a series of trainings.

On behalf of the BMW Group we have trained more than 1,000 employees of various divisions and hierarchies since 2001.





For executives and employees of the Munich airport, Flughafen München GmbH, ZAHLENWERK developed a series of trainings on the topics of business management and international accounting.

8 BUSINESS GAMES – ACTION LEARNING!

*Playing is an activity
you cannot take
seriously enough.*

Jacques-Yves Cousteau

BUSINESS GAMES – THE PURE JOY OF LEARNING!

... interactive
... easy to grasp
... hands-on



- ✱ Playing business games involves working on real problems, focusing on learning and actually implementing solutions. This so called »Action Learning« provides a well-tried method of accelerating learning which enables people to handle difficult or unknown situations more effectively.
- ✱ ZAHLENWERK provides its' clients with a choice of either standard simulations on various business topics or customized business games as a platform for knowledge transfer. Our portfolio includes over 20 business games with varying industry-related focal points.
- ✱ Because every company is different! With custom-made business games, we base the starting scenario of the simulation accurately on the actual situation of your business. We take into account your industry and corporate structures, as well as your terms, ratios and control logic. If requested, we will even work in »real« number relations. That way participants can empathise better with the economic environment of their own company.
- ✱ Our business games are not EDP-assisted / computerised, but made to touch (board games) – in order to grasp the processes involved easier.

*Customized Education
– the focus is always on
the client with his specific
learning needs and general
set-up.*



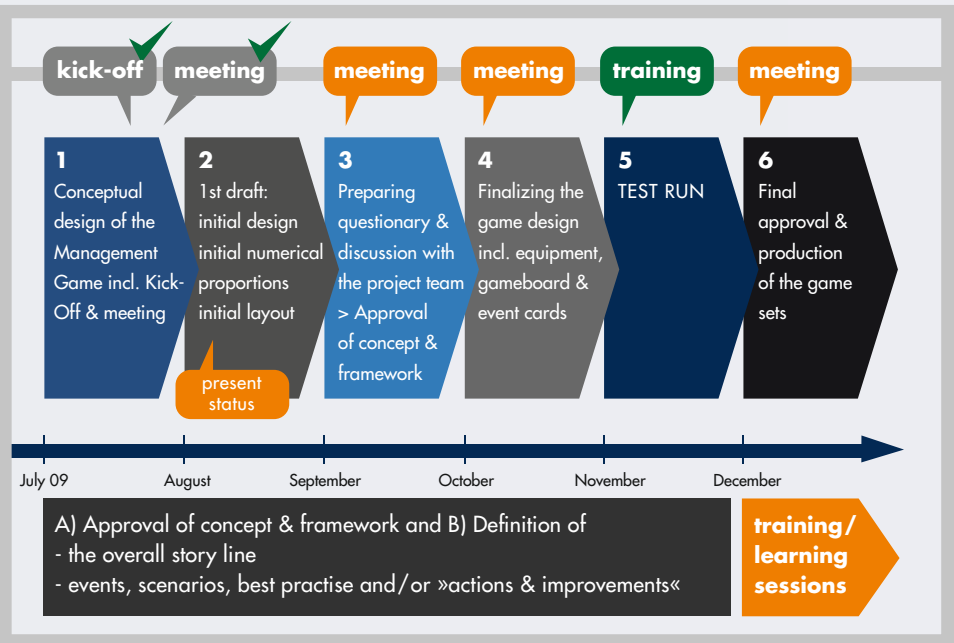
10 PROJECT PROGRESSION OF A BUSINESS GAME DEVELOPMENT

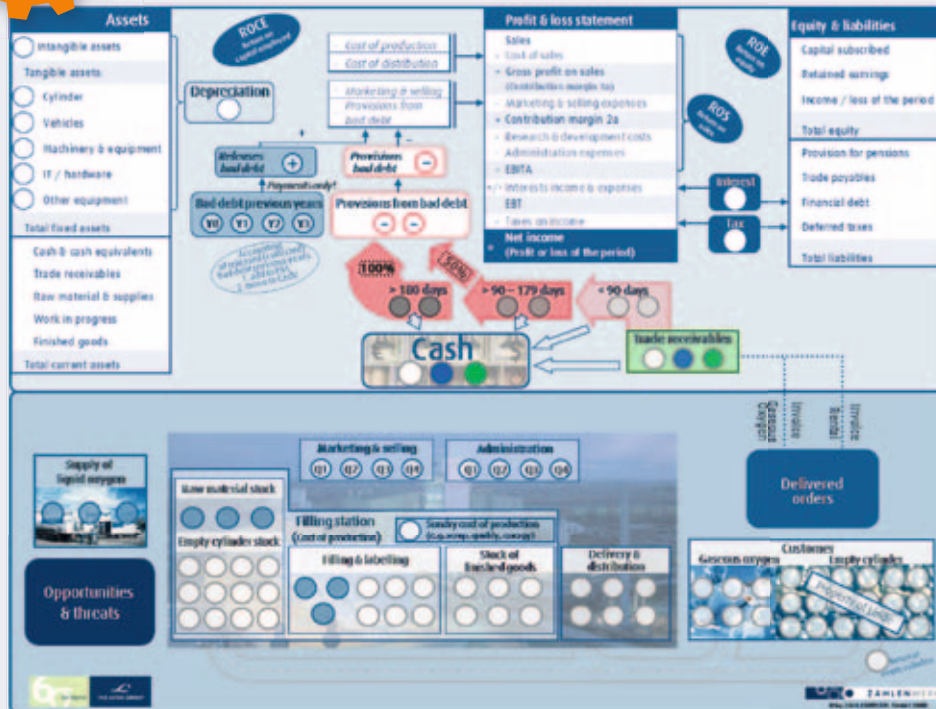


Customized Education means for us,

- that the specific conditions and requirements (such as learning objectives) of our clients are always the centre of our attention.
- to supervise our clients with the greatest possible flexibility and utmost dedication – from the early stages of development and the elaboration of the concept to planning and finally the realisation of the trainings.

PROJECT SCHEDULE TIMETABLE





Client-specific business game with a focus on the theme of »requirements / demand management«.

Until today, we have trained more than 500 employees from 54 countries of The Linde Group, 200 of which were executive personnel, in German and English. Meanwhile, four different business games are used.

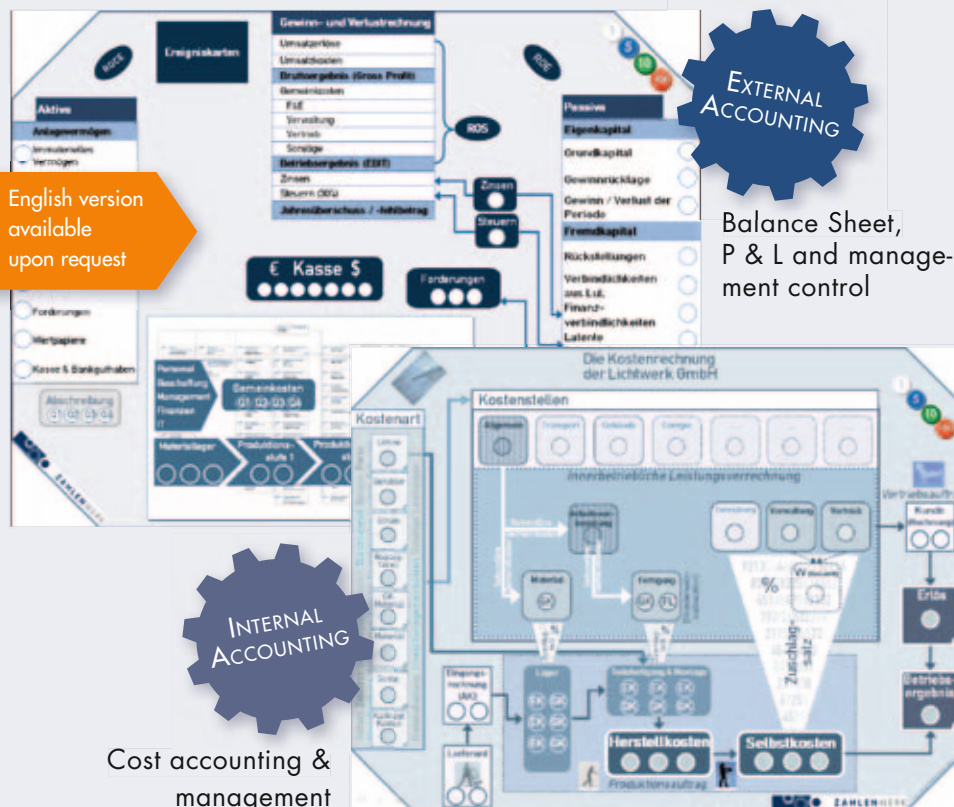
12 CUSTOMIZED BUSINESS GAMES – EXAMPLE BMW GROUP



Customized business game with a focus on the company-specific control logic (return on capital employed) in the automotive segment.

This business simulation illustrates the relationship between project success and success for the period.





Our standard business simulations address key business processes and issues.

Participants learn in a playful way about the »hard facts« (balance sheet, P & L, cash flow, ratios, cost management, pricing) and how to work goal- and team-oriented.

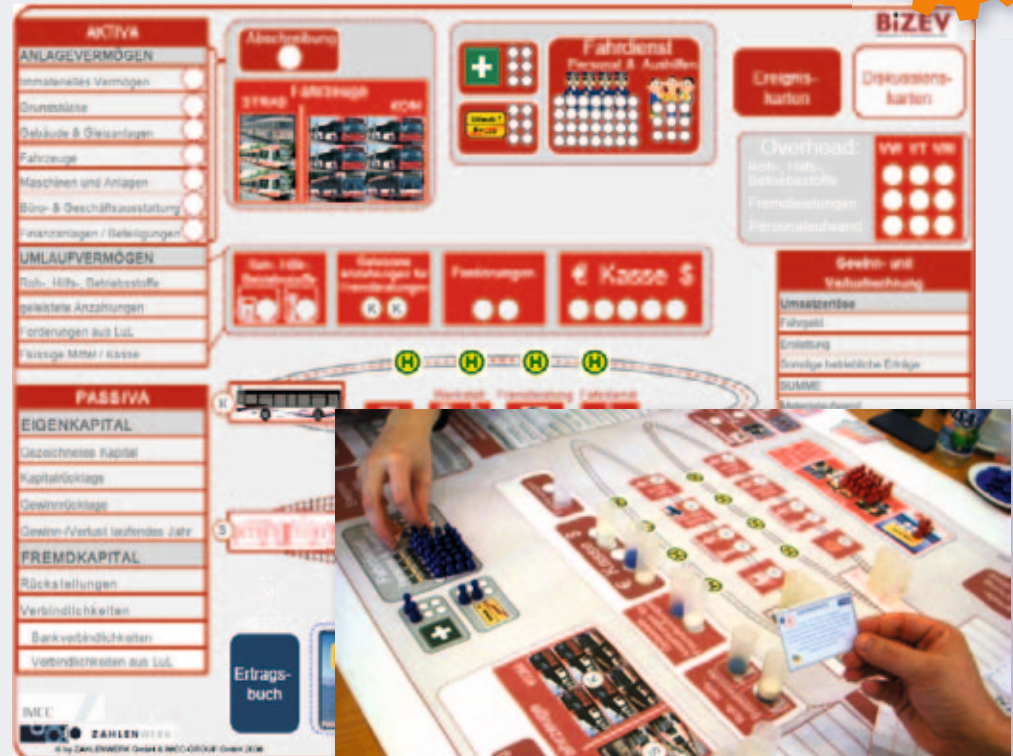
14 CUSTOMIZED BUSINESS GAMES – EXAMPLE ÖPNV

CUSTOMIZED
EDUCATION

The business game was tailored to the local public (passenger) transport and is implemented at various regional ÖPNV public transport companies.

It is provided by the educational institute BIZEV in Bremen (www.bizev.de).

The industry solution is currently used in several German cities, and also internationally.





ZAHLENWERK GLOSSARY

ABSCHREIBUNG [AFA]
(ABSETZUNG FÜR
ABNUTZUNG)

AfA (=Absetzung für Abnutzung) beschreibt die steuerrechtliche Abschreibungen, die Wertminderungen an langlebigen Wirtschaftsgütern erfassen. Aus Gründen einer einheitlichen Handhabung erstellt die Finanzbehörde sog. AfA-Tabellen, in der die gewöhnliche betriebliche Nutzungsdauer für typische Wirtschaftsgüter festgelegt ist. Als Abschreibung wird der Wertverlust von Unternehmensvermögen (Anlagevermögen und Umlaufvermögen) dabei kann der Wertverlust auch durch allgemeine Wertminderung und Verschleiß, aber auch durch spezielle Unfallschäden oder Wertverfall verursacht sein.

die dadurch entstehenden Einzahlungen gedeckt werden.

ANLAGEVERMÖGEN [AV]

Umfasst alle Vermögensgegenstände eines Unternehmens, die dazu bestimmt sind, dauerhaft dem Geschäftsbetrieb zu dienen. Das Anlagevermögen beinhaltet die Vermögensgegenstände auf der Aktivseite der Bilanz, die aufgrund ihrer Eigenschaften und/oder der betrieblichen Zweckbestimmung dazu bestimmt sind, dauernd dem Geschäftsbetrieb zu dienen. Das Anlagevermögen umfasst Sachanlagen, Finanzanlagen und immaterielle Vermögensgegenstände. Die Entwicklung des Anlagevermögens wird im sogenannten Anlagenspiegel dargestellt.

AUFWAND

Zu Aufwand zählen der zu Anschaffungskosten bewertete

AUSSENSTÄNDE I FORDERUNGEN I DEBITOREN I FORDERUNGEN AUS LIEFERUNGEN UND LEISTUNGEN [FL]

Als Forderungen bezeichnet man in der Bilanz jene Gelder, auf die das bilanzierende Unternehmen noch Anspruch hat. Es kann sich dabei um ausstehende Gelder aus offenen Kundenrechnungen handeln, bei denen die Lieferung von Waren oder die Erbringung von Dienstleistungen auf Zahlungsziel erfolgte.

AUSZAHLUNG

Durch eine Auszahlung verringern sich die liquiden Mittel oder Zahlungsmittel (Bargeld sowie jederzeit verfügbare Bankguthaben) eines Unternehmens. Der Gegenbegriff ist Einzahlung. Der Umfang der Auszahlungen und der Ausgaben muss nicht übereinstimmen.

(x)Schiapsschüsse, z.B. am 31.12.). Auf der linken Seite der Bilanz stehen die Aktiva und auf der rechten Seite die Passiva. Als Saldo verbleibt das Eigenkapital, die Differenz aus Vermögen und Schulden. Die Veränderung des Eigenkapitals zwischen zwei Bilanzstichtagen entspricht dem Periodenüberschuss bzw. Periodenfehlbetrag.

**BRUTTOGEWINN
GEWINNSPANNE**

Differenz zwischen den Erlösen und den an Selbstkosten.

DEBITORENLAUFZEIT

Zeitspanne, nach der Forderung im Durchschnitt beglichen wird. Je länger der Zeitraum andauert, desto schlechter ist dies für das Unternehmen (Gewährung eines Kredits).

By integrating client-specific elements, the individual corporate situation can be re-enacted realistically.

2 Opportunities & Threats Y1/Q2

! You're lucky!
Your Asset Management reports an increase of assets under management by +300 bn.
Bring the amount from outside to the position "Assets under management" on the game board.
Due to good market conditions you will benefit!

Discussion card Y2/Q1

External parameters

Please discuss the influence of external parameters such as macroeconomics, global economic climate and market conditions to your business.

English version
available
upon request

*I not only use all
the brains that I have,
but all that I can borrow.*

Thomas Woodrow Wilson



- ★ Coaching for ZAHLENWERK is an interactive guide for individuals, teams and companies in their various issues, processes and needs. Together we identify problems and develop solutions.
- ★ We accompany executives and decision makers in their development, thereby individually catering for their needs and assisting them with advice and practical help.
- ★ The foundation for this is mutual acceptance and trust as well as full discretion.
- ★ We are your partner who supports you from an external perspective, provides you with ideas, action approaches and alternatives.
- ★ After the joint development of solutions the last step and final decision to achieve these goals lies with you.

*If you do,
what you always did,
you will get,
what you always got!*

Abraham Lincoln

*An investment in
knowledge always pays
the best interest.*

Benjamin Franklin

Transparency
in figures
is no rocket
science.



In any company, regardless of its size, many numbers are produced on a daily basis, but few are actually significant and comprehensible to all.

We are specialists for the numbers of a company and serve you as a reliable partner with words and deeds.

Our goal is to satisfy the demands of our clients in all aspects of your numbers.

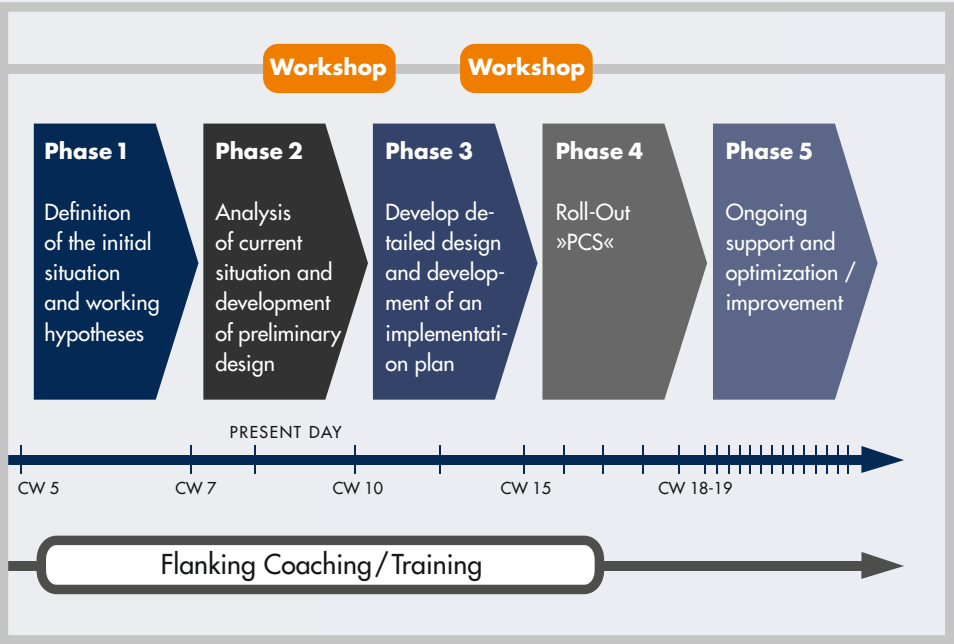
- ✱ Setup and introduction of
 - controlling and management systems
 - cost accounting systems
 - reporting systems
- ✱ Supervision during the changeover to IAS/IFRS
- ✱ Implementation of financial analysis and annual account analysis
- ✱ Introduction of tools in support of business planning, e.g. Professional Planner™ (integrated software solution)

»Reliable« figures are a prerequisite for economic activity and form the basis for good business decisions.

Introduction of a comprehensive control system by integrating individual modules.

The goal was to optimise coordination of external and internal accounting (to avoid coordination and communication problems) and the introduction of a planning and reporting system.

OVERVIEW OF TYPICAL IDEAL APPROACH
»CS PROJECT«



Professional Planner - [1. Gewinn und Verlust.ptb - RO]

English version available upon request

Organisation

Struktur

Zeit

1. Gewinn und Verlust

2. Finanzplan

Strukturelemente

Strukturelement

OK

Abbrechen

Anzahl

1

1. Gewinn und Verlust

Unternehmen	2004	01.04-03.04
Nettoerlöse	240.000.000	57.600.000
WES-Material	120.000.000	28.800.000
Deckungsbeitrag	120.000.000	28.800.000
Aufwand = Kosten	110.000.000	27.500.000
Ertrag = Leistung	0	0
Ordentliches Ergebnis 1	10.000.000	1.300.000
Ord. Neutraler Aufwand	0	0
Birk-Solzzinsen	104.171	104.171
Ord. Neutraler Ertrag	0	0
Birk-Habenzinsen	408.404	11.425
Ordentliches Ergebnis 2	10.304.234	1.707.255
Neutraler Aufwand	0	0
Neutraler Ertrag	0	0
Ergebnis vor Steuern	10.304.234	1.707.255
Ertragsteuern	2.576.058	301.814

Introduction of an integrated business planning (multi-year plan) and establishment of a company-specific structure. Profit planning and liquidity planning are linked.

The reporting has been adapted to the structure and content of planning.

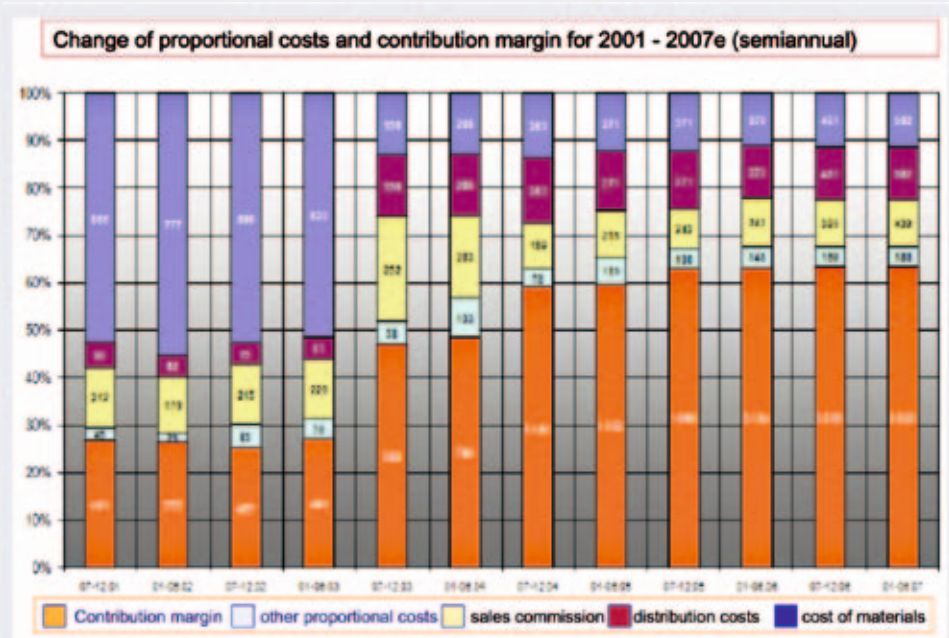
Special feature of LINDE ENGINEERING: consideration of the percentage of completion method (PoC accounting).

Example: Business Planning Tool – Professional Planner
Values and numbers have been changed.

22 CONSULTING – EXAMPLE MID-SIZED MANUFACTURING COMPANY

Example for the development of a management and supervisory board reporting

Graphical representation of the development of individual cost groups and gross margins for business analysis for benchmark purposes or bank interviews.



Values and numbers have been changed.

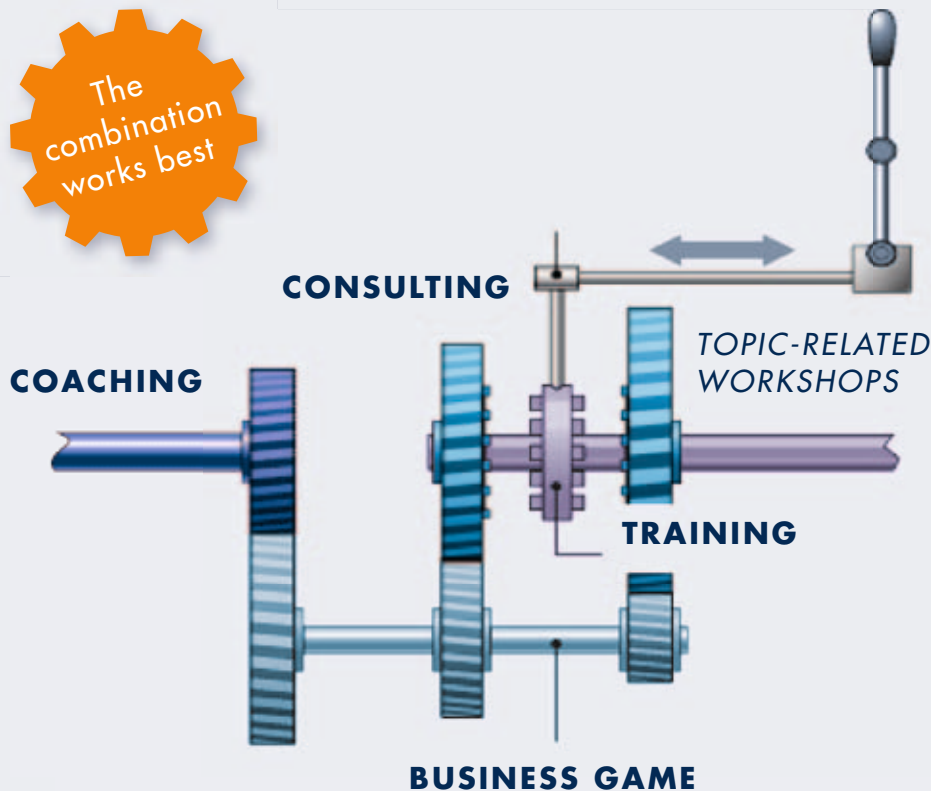


Our tools, e.g. Pocket guide or key figures compass, accompany the participants during their trainings and serve as a useful reference work.

We create these tools in close collaboration with our clients. They summarise the main contents of the training concisely.



Our claim at ZAHLENWERK is to address the specifics of the company and the individual requirements and levels of knowledge of the attending people. While our four core competencies work as »stand alone« solutions, our experience shows that combinations of our services are often useful and efficient.



»The ZAHLENWERK-trainers are excellent at displaying complex relationships in relation to their target groups and responding individually to the participants. The performance of the trainers has maintained its' high standard over the long period of our cooperation. Your trainings show that learning really can be fun! «

*Alexander Hömer, Head of Munich Airport Academy,
Flughafen München GmbH*

»Your training was the best we've ever had. They (the trainers) mentored the employees and always motivated them to commit themselves. That impressed me most.«

Harald Reissner, Director Sales Clarins, Clarins GmbH

»The training expenses for know-how in business management are well invested – the staff are motivated and learn to think and act entrepreneurially. This creates value and affects the company's success.«

Sonja Häusser, HR Manager, Linde AG

»The practical experience and structured form of teaching has been a mark of the ZAHLENWERK trainers for many years. They are very good at responding to individual questions and wishes of the participants. This is exceptionally important for us, because our participants come from different companies with varying background knowledge and interests.«

*Thomas Kölbl, Head of Business Administration,
IHK-Akademie München-Westerham*

»The game helped me get to know the reality of business better. Thanks to the structure of the game board and the events in the game, I can now understand better what is most important in the job and it will be easier for me to understand decisions made by our management.«

Martin Mecklenbrauck, DSW21 (Stadtwerke Dortmund)

*We are grateful to our clients for contributing documents
and giving their consent to use them.*



Airport Nürnberg



ZAHLENWERK GmbH

Schellingstraße 56
D-80799 München

Fon +49 (0)89. 27 39 98-59
Fax +49 (0)89. 27 39 98-61

info@ZAHLENWERK.net
www.ZAHLENWERK.net