RESTRUCTURING WORKSHOP

Institute of Economic Studies

Prague, May 17, 2010

FSV_Restructuring_workshop_17.5.2010.pptx
# Agenda

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0. Introduction</strong></td>
<td>5'</td>
</tr>
<tr>
<td><strong>A. Roland Berger restructuring Survey</strong></td>
<td>10'</td>
</tr>
<tr>
<td></td>
<td>Insight to CEE restructuring survey with a focus on Czech republic</td>
</tr>
<tr>
<td><strong>B. Roland Berger restructuring practice</strong></td>
<td>20'</td>
</tr>
<tr>
<td></td>
<td>Roland Berger restructuring competence and approach</td>
</tr>
<tr>
<td><strong>C. Case study on restructuring</strong></td>
<td>15'</td>
</tr>
<tr>
<td></td>
<td>Construction supplies wholesaler</td>
</tr>
<tr>
<td><strong>D. Summary and conclusions for discussion</strong></td>
<td>10'</td>
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<td><strong>TOTAL:</strong></td>
<td>~1 h</td>
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</tbody>
</table>
Introduction
Your speaker today

ROLAND ZSILINSZKY, MBA
Senior Project Manager
Roland Berger Prague

- 3+ years of consulting experience
- Coordination of Automotive CC activities in the CEE region
- E-mobility development in the Czech Republic
- Foreign market entry and growth strategy development projects
- Organizations' performance improvement projects
- 10+ years of industry experience

FOCUS
- Strategy development
- New markets development
- Restructuring/Operations
- Organization/Optimization
We are an independent strategy consultancy with a global network


36 OFFICES IN 25 COUNTRIES
>2,100 PROFESSIONALS
REVENUES OF >EUR 670 m

INDEPENDENT PARTNERSHIP
Our key to success: A combined industry/restructuring approach
<table>
<thead>
<tr>
<th>KEY FACTS</th>
<th>DETAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ABOUT 250 PROFESSIONALS staffed on restructuring projects, thereof 50% fulltime restructuring professionals and 50% industry experts</td>
</tr>
<tr>
<td>2</td>
<td>TEAMS throughout EUROPE, ASIA and the AMERICAS</td>
</tr>
<tr>
<td>3</td>
<td>BROAD EXPERIENCE: &gt;2,000 RESTRUCTURING CASES in all industries since 1990</td>
</tr>
<tr>
<td>4</td>
<td>EXTENSIVE EXPERTISE in restructuring/turnaround management and corporate finance</td>
</tr>
<tr>
<td>5</td>
<td>MARKET LEADER for turnaround support in German-speaking countries</td>
</tr>
</tbody>
</table>

Source: Roland Berger Strategy Consultants
In particular, we focus on large and complex cases

Roland Berger expertise

- **Managing the** entire restructuring process, e.g.:
  - Negotiation with banks, shareholders, bond-holders, credit insurers, etc.
  - Managing the bank-pool
- **Providing transparency** from day one (e.g. liquidity monitoring)
- **Developing the restructuring concept**
- **Developing** the short- / mid-term business plan

Typical restructuring candidate

- Company turnover >EUR 50-100 m (depending on industry)
- Privately held or (part) state owned
- Significant debt exposure / risk
- All industries
- (High complexity / different stakeholder interests)
A. Roland Berger restructuring survey
Eleven countries in Central and Eastern Europe were surveyed – More than 330 managers participated in this study.

- Austria acts as an example for a Western European economy.
- Central and Eastern Europe was represented by Croatia, Czech Republic, Hungary, Poland, Romania, Serbia, Slovakia and Slovenia.
- CIS was represented by Russia and Ukraine.

Source: Roland Berger
From managers perspective there is a slight increase in optimists, but significantly more uncertainty

What is your general assessment of the current economic situation in Europe? [in % of answer frequency¹]

<table>
<thead>
<tr>
<th>We have reached the bottom/it will get better</th>
<th>Situation will still get worse</th>
<th>Situation is still unclear</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey results September 2008</td>
<td>Survey results March 2009</td>
<td>Survey results Sept 2009</td>
</tr>
<tr>
<td>8</td>
<td>55</td>
<td>63</td>
</tr>
<tr>
<td>5</td>
<td>55</td>
<td>36</td>
</tr>
<tr>
<td>17</td>
<td>36</td>
<td>47</td>
</tr>
</tbody>
</table>

1) "No answers" not included

COMMENTS

> Optimistic expectations tripled (17%) in comparison with the survey results in March 2009

> Around 50% of the managers are neutral according to the motto "wait and see"

Source: Roland Berger
Czech managers expect a recovery in line with the GDP growth

KEY FINDINGS

> The Czech government was quite successful in the opinion of the managers in handling the crisis
> The importance of the major problems stayed almost identical with the results in March
> Czech managers believe in a similar timeline of the recovery both for the company and the country

Which are the most significant effects you have already felt in 2009? 1)

- Reduced order entry/declining sales: 79%
- Worse payment behavior: 59%
- Difficulties in financing: 52%
- Decreasing prices: 48%
- Increased customer bankruptcies: 48%
- Lower sourcing costs: 31%
- No impacts: 3%

When do you expect a recovery from the current crisis? 2)

- Q4 2009: 72%
- Q2 2010: 61%
- Q4 2010 ff.: 24%

1) Multiple answers possible 2) In % of answer frequency

If change <= -5  If change -5 < x < 5  If change >= 5
Most of the companies applied operative measures so far, implementation of strategic measures remains low

Popularity of actions to react to the crisis [multiple answers possible, in% of answer frequency]

Operative measures

<table>
<thead>
<tr>
<th>Action</th>
<th>Implementation grade in the Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost reduction program</td>
<td>100%</td>
</tr>
<tr>
<td>Revised budgets</td>
<td>99%</td>
</tr>
<tr>
<td>Hiring freeze</td>
<td>93%</td>
</tr>
<tr>
<td>Growth on sales initiative</td>
<td>80%</td>
</tr>
<tr>
<td>Tightened cash management</td>
<td>86%</td>
</tr>
<tr>
<td>Investment freeze</td>
<td>69%</td>
</tr>
<tr>
<td>Reducing production capacities</td>
<td>67%</td>
</tr>
<tr>
<td>Further M&amp;A activities</td>
<td>66%</td>
</tr>
<tr>
<td>Change in the capital structure</td>
<td>50%</td>
</tr>
<tr>
<td>Closing production sites</td>
<td>45%</td>
</tr>
<tr>
<td>Divestments</td>
<td>33%</td>
</tr>
</tbody>
</table>

Strategic measures

<table>
<thead>
<tr>
<th>Action</th>
<th>Implementation grade in the Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring freeze</td>
<td>6%</td>
</tr>
<tr>
<td>Growth on sales initiative</td>
<td>5%</td>
</tr>
<tr>
<td>Tightened cash management</td>
<td>45%</td>
</tr>
<tr>
<td>Investment freeze</td>
<td>33%</td>
</tr>
<tr>
<td>Reducing production capacities</td>
<td>27%</td>
</tr>
<tr>
<td>Further M&amp;A activities</td>
<td>21%</td>
</tr>
<tr>
<td>Change in the capital structure</td>
<td>21%</td>
</tr>
<tr>
<td>Closing production sites</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: Roland Berger

Comments

> Popularity of Growth and sales initiatives increased by 10%-points, but other measures have almost identical popularity than in March

> Quick hits are mostly done, but strategic measures are still neglected

> Overall, the implementation rate has developed positively
B. Roland Berger restructuring practice and approach
Our consulting services related to restructuring comprise of three main areas

1. **CRISIS RESTRUCTURING**
   - Concept development (strategic, operational, financial)
   - Implementation/measures management
   - Negotiation support with stakeholders
   - Insolvency support

2. **CORPORATE RESTRUCTURING**
   - Cost cutting programs
   - Cash generation programs
   - Portfolio streamlining/brief audits
   - Reorganization/Overhead efficiency

3. **CORPORATE FINANCE**
   - Private Equity: Strategic, operational and measures due diligence
   - M&A: Sell-side/buy-side
   - Financial/Balance Sheet restructuring
Typically the concept must be in place within 4 to 8 weeks – Immediate actions are taken in parallel.

Restructuring project approach

**PHASE I: DIAGNOSIS & COMPILING CONCEPT**

**I. SITUATION AUDIT**
- Transparency regarding the current situation
- Present and future competitive position
- Industry development and market potential
- Loss-makers and "cash-burners"

**II. ACTION MANAGEMENT/IMPLEMENTATION**
- Immediate action to
  - Cut costs/improve earnings
  - Improve liquidity

4-8 weeks

**III. CONCEPT**
- Restructuring concept (financial, operational, strategic)
- Top down targets to improve earnings and equity
- Integrated business plan

**IV. EFFICIENCY IMPROVEMENT**
- Specifying the draft concept in detail
- Reengineering processes
- Setting up task forces
- Ensuring implementation
- Monitoring realization

Dependent on the concept, approx. 3-24 months

Source: Roland Berger
The assessment of the root causes requires a holistic view of the situation.

- Corporate environment
- Industry
- Structures & processes
- Management
- Financial ratios

Narrow focus leads to the wrong decisions and a poor analysis of the causes of crisis.

Holistic view shows the whole picture and allows for a detailed analysis of the causes of crisis.
Only a comprehensive restructuring approach can ensure long term survival in case of financial distress of portfolio companies

**Pure financial approach**

An intervention by the capital provider alone cannot solve the problem:
- Straight cut accelerates worsening of the company’s financial wealth
- Credit allowance without structural change only postpones the process

**Comprehensive restructuring approach**

Implementing a comprehensive restructuring plan is the basis for long-term stability:
- Address the causes of the problem and design adapted solutions for the company
- Bring financial support necessary to long-term recovery

Source: Roland Berger Strategy Consultants
In many cases our clients already face an acute liquidity crisis – reducing the room to maneuver.

Crisis reaction reasons

> Late reaction to crisis symptoms significantly reduced the room to maneuver
> On the other hand, need for action strongly increases
> Our restructuring concept is tailored to the current financial situation and most urgent needs

Source: Increase the efficiency 2008, Restructuring Survey 2008

"Acute restructuring case"
Our integrated consulting approach includes financial, operative and strategic restructuring

Roland Berger's restructuring approach

- **PHASE I**

**FINANCIAL RESTRUCTURING**
- Liquidity
- Equity
- Realignment of capital structure

**OPERATIVE RESTRUCTURING**
- Sales up
- Overhead costs
- Personnel costs
- Optimizing purchasing
- Outsourcing
- Reducing distribution costs
- Liquidity

**STRATEGIC REALIGNMENT**
- Business plan and measures management
- Business plan and management
- Organization
- Business model
- Product-market concept
- Client segments
- Product portfolio

1) e.g. working capital management, disinvestments

Source: Roland Berger
The P/L impact of all individual measures is quantified over the timeline

EBIT Bridge - Typical impact of supplier restructuring levers [EUR m]

Source: Roland Berger/Rothschild
Finally our restructuring concept is merged into a built into a business plan

Business planning approach

Starting point
- P/L (w/o one-time effects)
- Balance sheet

Measures effects (P/L)
- M 1
- M 2
- M 3

Balance sheet, e.g.
- Working Capital
- Financing
- Reserves
- Investments

Actual 2009

Cash Flow

Balance sheet

P/L

Business plan 2010-2012

Source: Roland Berger
Our project teams work across line functions – Banks are included in Steering Committee

Project involvement in the line organization

Steering Committee (incl. banks)

Central project controlling

PM

MANAGEMENT BOARD

D1

D2

D3

Dn

Joint client/consultant teams

Dn = Division n (e.g. Finance)

Source: Roland Berger
To ensure survival over the medium term, companies must now launch a second phase of crisis management.

Required reaction of suppliers

<table>
<thead>
<tr>
<th>PHASE 1: focus on variable costs</th>
<th>PHASE 2: focus on structural costs</th>
<th>PHASE 3: Adjustment of business model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dramatic volume drop</td>
<td>Slow recovery of volumes</td>
<td>Structural industry changes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaction of suppliers</td>
<td>Reaction of suppliers</td>
<td>Reaction of suppliers</td>
</tr>
<tr>
<td></td>
<td>&gt; Reduction of temps</td>
<td>&gt; Exit from unprofitable products</td>
</tr>
<tr>
<td></td>
<td>&gt; Expansion of short-time work</td>
<td>&gt; Adjustment of product and technology portfolio</td>
</tr>
<tr>
<td></td>
<td>&gt; Temporary production stops</td>
<td>&gt; Adjustment of client portfolio</td>
</tr>
<tr>
<td></td>
<td>&gt; Reduction of purchasing costs</td>
<td>&gt; Permanent reduction of operating and structural costs to allow 5-6% EBIT margin</td>
</tr>
<tr>
<td></td>
<td>(re-negotiations)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Reduction of non-operating</td>
<td></td>
</tr>
<tr>
<td></td>
<td>expenses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Reduction of capex to the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>minimum</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Ensure short-term liquidity</td>
<td></td>
</tr>
</tbody>
</table>

Source: Roland Berger/Rothschild
C. Case study on restructuring – Construction supplies wholesaler
Significant complexity reduction of structures and assortment improved profit by EUR 35 m

Company Profile

> International wholesale company in the supplier industry for construction with focus on Germany

> Total turnover of app. EUR 600 m with app. 2,000 employees

> German operations have declined, loss in turnover covered by international expansion

> High pressure on financial power because of acquisitions and international growth

> Increasing complexity of assortment results in pressure on business processes

> Significant losses in Germany – declining gross margin

Key Restructuring Measures

> Complexity reduction by active simplification of assortment (reduction of 40%)

> Structural Alignment (Capacity alignment and increase of productivity)

> Complexity reduction by cuts in overhead and organizational changes

> Closure of non-attractive sales units, Optimization and cuts of logistics structure

> Strategic pricing

> Reduction of working capital by 30%

> Total savings of app. EUR 35 m within 3 months defined and detailed with measures

Source: Roland Berger
Structural changes in all organizational units were part of the restructuring program

Overview structural changes of restructuring program

<table>
<thead>
<tr>
<th>Sales/Administration</th>
<th>Logistics</th>
<th>Category Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Closure of 15 distribution facilities (reduction from 32 to 17)</td>
<td>&gt; Reduction of stock houses from 32 to 8</td>
<td>&gt; Reduction of inventory by EUR 29 m (-37%)</td>
</tr>
<tr>
<td>&gt; Optimizing the indoor service/field staff ratio from 1,4:1 to 1,7:1</td>
<td>&gt; Implementing of hub&amp;spoke systems</td>
<td>&gt; Clear reduction of number of suppliers (-51%)</td>
</tr>
<tr>
<td>&gt; Reactivation of old customers and gaining new customers</td>
<td>&gt; Noticeable improvement of ability to supply from 88,7% to 95,6% in December</td>
<td>&gt; Reduction of product items by focusing on key range of products</td>
</tr>
<tr>
<td>&gt; Centralizing administration department, reduction of staff and operating expenses</td>
<td></td>
<td>&gt; Negotiations with main suppliers for better terms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Management Board</th>
<th>2. Management Level</th>
<th>Domestic subsidiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Cutting the board of directors from 6 to 2</td>
<td>&gt; Appointment of experienced and highly skilled managers in key positions</td>
<td>&gt; Appointment of a new management board</td>
</tr>
<tr>
<td>&gt; Implementing a special restructuring board of directors</td>
<td>&gt; Exchange of non-performers</td>
<td>&gt; Implementation of a strategic repositioning</td>
</tr>
</tbody>
</table>

Source: Roland Berger
Lean sales structure by closure of 15 locations introduced

Structural changes in sales

Simplification of distribution centers

<table>
<thead>
<tr>
<th>10/01</th>
<th>12/02</th>
<th>Target figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>32 Distribution Centers</td>
<td>17 Distribution Centers</td>
<td>17 Distribution Centers</td>
</tr>
</tbody>
</table>

Customer care concept (2:1)

<table>
<thead>
<tr>
<th>Field staff</th>
<th>Indoor service</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,4:1</td>
<td>2:1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10/01</th>
<th>01/03</th>
<th>Target figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>202</td>
<td>278</td>
<td>202</td>
</tr>
<tr>
<td>125</td>
<td>208</td>
<td>129</td>
</tr>
</tbody>
</table>

Comments

- Reduction of 15 distribution facilities (from 32 to 17), pooling of sales staff in the remaining distribution facilities
- Optimizing the indoor service/field staff ratio from (Customer care concept) 1,4:1 to 1,7:1 by reduction of personnel and shifting more and more sales activities to the indoor services – reduction in staff above targets
- Efficiency improvement by customer care for “C-Customers” only online or via phone
- Implementation of a sales management system
- Taking measures for reactivation of lost sales revenues
- Establishing a special task force for gaining new customers

Source: Roland Berger
Logistics structure was completely reorganized by introducing a Hub&Spoke-System

Structural changes in logistics

Change in logistic structures

<table>
<thead>
<tr>
<th>Warehouses</th>
<th>32</th>
<th>8</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/01</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12/02</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Target figure

Implementation Hub&Spoke

Comments

- **Reduction from 24 to 8 warehouses** by installing 6 central warehouses
- **Set up of one central warehouse** Leipzig for the east area
- **Closing of consignment warehouses**
- **Set up of a warehouse for D-items** without any personnel
- **Electronic interfaces** to material logistics for key customers
- **Overcoming major problems in on-time-delivery by intensifying the relationships** to suppliers

Source: Roland Berger
By introduction of Category Management complexity could be reduced – assortment and supplier side

Structural changes by introduction of category management

<table>
<thead>
<tr>
<th>Reduction of suppliers</th>
<th>Reduction of articles</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1,700</td>
<td>~96,000</td>
<td>&gt; Turnover concentration on 43 thousand key articles (coverage of main business is now possible with 40% less articles</td>
</tr>
<tr>
<td>837</td>
<td>~82,000</td>
<td>&gt; Introduction of a category management organization and product manager</td>
</tr>
<tr>
<td>~600</td>
<td>~72,000</td>
<td>&gt; Profit oriented category-control</td>
</tr>
<tr>
<td>10/2001</td>
<td>10/2001</td>
<td>&gt; Definition of key supplier for each product groups</td>
</tr>
<tr>
<td>12/2002</td>
<td>12/2002</td>
<td>&gt; Defining and focusing on key line of goods</td>
</tr>
<tr>
<td></td>
<td>~43,000</td>
<td>&gt; Reduction of available articles by 14,000 and blocking of suppliers with only small batches</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Profit improvements by negotiations with main suppliers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Reduction of inventory by EUR 29 m through active managed inventory</td>
</tr>
</tbody>
</table>

Source: Roland Berger
Personnel consequences also on top management level

Structural changes of management and in domestic subsidiary

Comments

- **Downsizing** of executive board by the end of 2002 (reduction from 6 to 2 members)
- Appointment of **restructuring manager** within the executive board
- Securing of professional management by assigning key positions in the area of distribution, logistics to executive staff
- Implementation of essential **controlling tools** especially in CM, distribution and personnel
- **New management** installed
- Creation of base for **strategic partnerships**

Source: Roland Berger
In 2002 ability to deliver was improved despite of significant reduction of inventory

Ability to deliver and inventory, Germany [%/EUR m]

Comments

- Till the end of 2003, a significant reduction of inventory was realized in order to secure liquidity
- Reduction of inventory continued in autumn (months with strong sales)
- High ability to deliver maintained in Jun/Jul/Aug by slight increase of inventory (immediate reduction)
- Target of EUR 42.1 m reached by 12/2003
Financial restructuring with 4 key elements – banks and investors were participating

Recapitalization concept

A  "Fresh Money"
- Strengthening of equity base
- Premise for discharge of loan
- Strengthening of shareholder structure due to increasing of shares

B  (Partial) quitclaim and displacement of banks
- Strengthening of equity base
- Reduction of interest burden
- Increasing commitment of remaining banks

Recapitalization Bau-GH

C  Debt-Equity-Swap
- Strengthening of equity base
- Reduction of interest burden
- Acceptance of risks by banks

D  Emission of convertible bonds
- Reduction of interest burden
- Performance-related interest rates
- Securing of capitalization due to long term relationship
- Strengthening of equity base
- Acceptance of risks by banks due to conversion

Source: Roland Berger
Operational and financial restructuring were the basis for further strategic development

Crisis development and positioning

Source: Roland Berger
E. Summary and conclusions for discussion
Conclusions

A. Roland Berger restructuring survey –
   **Improving attitude of managers but still uncertainty**

B. Roland Berger restructuring practice and approach –
   **Pragmatic approach (4-8 weeks concept) with holistic view on situation**

C. Comprehensive restructuring approach required to survive the crisis –
   **Strategic, operational and financial restructuring**

D. Second phase of crisis management needs to be launched –
   **Focus on structural costs and adjustments in Business model**

E. Case studies on restructuring –
   **Companies should not accept a delay in restructuring actions**
THANK YOU FOR YOUR ATTENTION!
CONTENTS

1  OUR COMPANY
2  OUR VALUES
3  OUR WORK
4  OUR RANKING
5  YOUR FUTURE
1 OUR COMPANY
Roland Berger Strategy Consultants is a truly global firm – We provide strategic advice to the world's top decision makers

Our profile

Founded in 1967 in Germany by Roland Berger

36 offices in 25 countries, with approx. 2,100 employees

180 RB Partners currently serving approximately

1,000 international clients
Founded in Germany as a one-man business, we now have successful operations in all major international markets.

Our offices

1967 Munich
1970 Rome
1982 Düsseldorf
1986 São Paulo
1987 Stuttgart
1989 Frankfurt
1990 Paris
1991 Tokyo
1992 Bucharest
1993 Brussels
1994 Moscow
1995 Beijing
1997 Zürich
1997 Warsaw
1998 Detroit
1999 Shanghai
2000 Amsterdam
2002 Dubai
2006 Bahrain
2008 Casablanca
2009 Mumbai
2010 Hong Kong

1) 2009 Mumbai in partnership with TATA Strategic Management Group
With 17% annual growth over the past 40 years, we are proud to be a top 5 player on the global strategy market

Entrepreneurial success

**SALES GROWTH**

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**MARKET POSITION 2008**

<table>
<thead>
<tr>
<th>Region</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td># 2</td>
</tr>
<tr>
<td>Growth regions China and Russia/CEE</td>
<td># 2</td>
</tr>
<tr>
<td>Core markets in Western Europe</td>
<td># 3</td>
</tr>
<tr>
<td>World</td>
<td># 5</td>
</tr>
</tbody>
</table>

1) In the strategy segment
2 OUR VALUES
We focus on people and values to help our clients achieve sustainable business success

Our formula for success

**PEOPLE**
- Strong personality
- Know-how/experience
- Integrity
- Individuality
- Diversity

**VALUES**
- Entrepreneurship
- Partnership
- Excellence

**SUCCESS**
Creative, tailor-made solutions that really work for clients

*It's character that creates impact*
To meet our clients' individual challenges, we offer brilliant minds and winning personalities you can rely on.

Our commitment to excellence – People

Strong analysts with an entrepreneurial spirit

Creative minds with excellent people skills

Dedicated consultants who go the extra mile

Personalities you can rely on
Our consultants are top graduates from the world's best universities

Our commitment to excellence – Talent

**DEGREE SUBJECTS**[^1][%]  

- Computer sciences/ engineering: 40%  
- Business administration/ economics: 49%  
- Other: 11%

**EXAMPLES OF UNIVERSITIES**

1) 2008
We believe it's our company's values that have made us one of the fastest-growing consultancies in the world.

Our values:

- **Entrepreneurship**: We are a network of entrepreneurs who provide pragmatic and practical solutions.
- **Excellence**: We achieve excellent results and develop global best practices for measurable and sustainable success.
- **Partnership**: We build trust-based relationships in our company and with our clients, and we are committed to constructive teamwork.
Steadily cultivating good partnership has made us a long-term and trusted advisor of major global companies

Our commitment to partnership

75% repeat clients

30% of the top 1000 global companies

40% of Europe's leading companies

The most dynamic and innovative midsized companies

Governments about to deregulate and privatize

"Very hands-on, extremely competent, realistic when it comes to implementation."
(Top international capital goods manufacturer)

"The consultants were very committed, experienced and available. Their positive attitude was really inspiring."
(Global consumer goods company)

"Excellent job in a very short time; a clear focus on results, perfect implementation."
(Leading chemical firm)
Global experience and continuous exchange between highly knowledgeable partners form the basis of our expertise

Our commitment to excellence – Expertise

- **Roland Berger CLIENTS**
  - Global experience
  - Best practices in all industries

- **Roland Berger CONSULTANTS**
  - Top education from the best universities
  - Continuous training and career development

- **Roland Berger NETWORK**
  - Academic Network
  - Roland Berger university chairs
  - Entrepreneurial & scientific associations

**GLOBAL EXPERIENCE**

**GLOBAL EXCHANGE**

**CONTINUOUS DEVELOPMENT**

**KNOW-HOW**
3 OUR WORK
We cover every strategic topic that is important for our clients' success

Our projects

**STRATEGY PROJECTS 2008 [%]**

- **Marketing**: 8%
- **Operations, information management**: 24%
- **Finance, restructuring**: 26%
- **Corporate development**: 42%

**EXAMPLES OF PROJECT ISSUES**

- Sustainable growth strategies (global, local, segments)
- Value-oriented client management
- Sound restructuring (organizational, financial, operational)
- Innovative reengineering (processes, implementation)
- Rule-breaking marketing, sales and distribution strategies
- M&A and value-creating concepts for post-merger integration
For each project, we handpick our teams from 14 different Competence Centers – Creating tailor-made solutions that work!
OUR RANKING (based on external sources)
We are proud to be the only strategy consultancy with a continuously rising client satisfaction rate.

Development of average client satisfaction rate in Germany 2003-2009

1) (100 = very poor skills; 500 = very strong skills)

Source: DGMF – Institute for Management and Consulting, Prof. Dietmar Fink, Germany, 2009
Clients appreciate our unique consulting approach, ranking us highest in core consulting fields

Perceived consulting expertise – Germany in 2009

<table>
<thead>
<tr>
<th>RESTRUCTURING</th>
<th>Score</th>
<th>ORGANIZATION &amp; LEADERSHIP</th>
<th>Score</th>
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<tbody>
<tr>
<td>1 ROLAND BERGER</td>
<td>405</td>
<td>1 McKinsey &amp; Company</td>
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<tr>
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<tr>
<th>OPERATIONS MANAGEMENT</th>
<th>Score</th>
<th>POST-MERGER INTEGRATION</th>
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<td>1 A.T. Kearney</td>
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<td>1 McKinsey &amp; Company</td>
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1) (100 = very poor skills; 500 = very strong skills)

Source: DGMF – Institute for Management and Consulting, Prof. Dietmar Fink, Germany, 2009
Our ability to implement strategies that really work sets the standard in the consulting world

Assessment of key consulting traits – Germany 2009¹)

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<th>PROFESSIONAL KNOW-HOW</th>
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¹) (100 = very poor skills; 500 = very strong skills)

Source: DGMF – Institute for Management and Consulting, Prof. Dietmar Fink, Germany, 2009
We offer a fast career track

Typical career path

Business Analyst\(^1\)  →  Junior Consultant  →  Consultant  →  Senior Consultant  →  Project Manager  →  Principal  →  Partner

- Research, market analysis, project support
- + Assigned project tasks and analysis
- + Responsibility for smaller modules
- + Added module responsibility
- + Total project responsibility (time, content, budget and team)
- + Acquisition, multi-project supervision and mentoring
- + Acquisition, corporate development and leadership

\(^1\) Part-time position for students
We will prepare you for your new job with a two-week Kickoff program

First three months in Roland Berger Prague office

Kick off

Find out more about the company
- Company structure
- Systems
- Methods & instruments
- Typical projects

Get to know your colleagues
- Networking with beginners from all levels from around the world
- Fun at activities (sports, events)

Develop hard and soft skills
- Seminars/lectures
- Workshops/team-building exercises
- Presentations
With continuous seminars and trainings, we support your personal and professional development

<table>
<thead>
<tr>
<th>MANDATORY SEMINARS</th>
<th>OPTIONAL SEMINARS</th>
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<tbody>
<tr>
<td>Junior Consultant</td>
<td></td>
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<tr>
<td>&gt; Strategy</td>
<td>&gt; Business Skills</td>
</tr>
<tr>
<td>&gt; Creative Questioning Techniques</td>
<td>&gt; Methodological Skills</td>
</tr>
<tr>
<td>Consultant</td>
<td>&gt; Social Skills</td>
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<tr>
<td>&gt; Presentation Skills I</td>
<td>&gt; Personal Skills</td>
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<tr>
<td>&gt; Financial Business Planning</td>
<td>&gt; Leadership Skills</td>
</tr>
<tr>
<td>Senior Consultant</td>
<td>&gt; IT Skills</td>
</tr>
<tr>
<td>&gt; Presentation Skills II</td>
<td>&gt; Conflict Management</td>
</tr>
<tr>
<td>&gt; Pyramid thinking III</td>
<td>&gt; Negotiation Skills</td>
</tr>
<tr>
<td>&gt; Project Management Training</td>
<td>&gt; Client Communication II</td>
</tr>
</tbody>
</table>
Various programs enhance your professional future

**MBA-PROGRAM**
- Released from duties for one or two years
- MBA at leading international business schools
- RB pays part of the course fees and living costs
- MBA is your choice, not duty!

**FLEXX PROGRAM**
- Program designed to improve international education, networking and career development
- For all consultants of all levels with a minimum of two years at the firm
- Duration from 6-12 months on average

**FAST PROGRAM (Foreign ASignment Track)**
- Long-term assignment program designed to set an incentive for experienced functional or industry experts to take on an entrepreneurial challenge
- From Senior Consultants to Partner

**SABBATICAL-PROGRAM**
- Leave of absence (one to six months)
- For various reasons: extra parental leave, world trip, etc.
There are various possibilities how to join us.

**UNIVERSITY STUDY**

PART-TIME JOB – BUSINESS ANALYST

Support for project work through
> Market research/analysis
> Creation of presentation
> Data analysis

_Today's business analysts are tomorrow's consultants_

**THESIS**

**GRADUATION**

JUNIOR CONSULTANT

University graduates join us as Junior Consultants

Applicants with …
> Ph.D. or MBA
> A few years of professional experience
join us as Consultants or Senior Consultants

**INITIAL PROFESSIONAL EXPERIENCE**
Our consultants have an excellent academic back-ground, relevant experience and personality

Performance criteria – what we require

**PART-TIME JOB BUSINESS ANALYST**

- Extraordinary analytical and communication skills
- Excellent proficiency in English, knowledge of German and other language is a great advantage
- Czech or Slovak as a mother tongue
- Working experience during your studies
- Experience abroad through internships or studies
- Team work

**JUNIOR CONSULTANT**

All requirements as for part-timers plus:

- Completed master education or in the final year of studies
- Flexibility
- Willingness to work on projects in all regions of the world
Our recruiting process is fair and objective (1)

Recruiting process – Business Analysts and Junior Consultants

1. APPLICATION
2. PRE-SELECTION
3. INVITATION TO INTERVIEW

> Personality- and skills-focused interview

Successful candidates
> Invitation to Recruiting Day

Feedback for rejected candidates
Our recruiting process is fair and objective (2)

Recruiting process – Business Analysts and Junior Consultants

ROLAND BERGER RECRUITING DAY

> Analytical test
> Personality test
> 1 personality-focused interview
> 1 skills interview

> Case study in teams
> Presentation of solution

Interview with the Managing Partner

Detailed feedback for rejected candidates

CONTRACT SIGNING
It's character that creates impact!

YOUR QUESTIONS
MARTINA VORLOVÁ, HR Advisor
martina_vorlova@cz.rolandberger.com
www.rolandberger.cz