

Focus on cost reduction business tolerance

■ Classes of cost reduction entries

- Personnel costs
- Operating leases
- Material, services and incidental expenses
- Depreciation
- Research & Development (R&D) costs
- Information Technology and Communication Costs
- Travel expenses

■ Classes of restructuring entries

- Investment
- Disinvestment
- One-time expenses

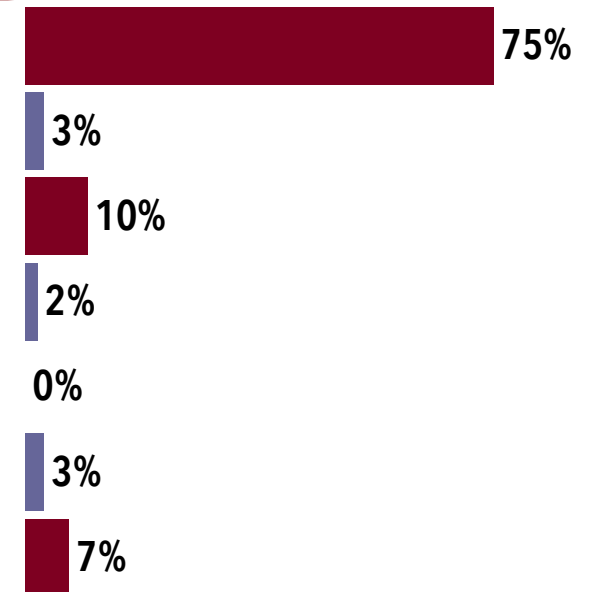
Focus on cost reduction business tolerance

Types of organizational units by in principles cost drivers

Business Administration

- Personnel costs
- Operating leases
- Material, services and incidental expenses
- Depreciation
- Research & Development (R&D) costs
- Information Technology and Communication Costs
- Travel expenses

estimated structure



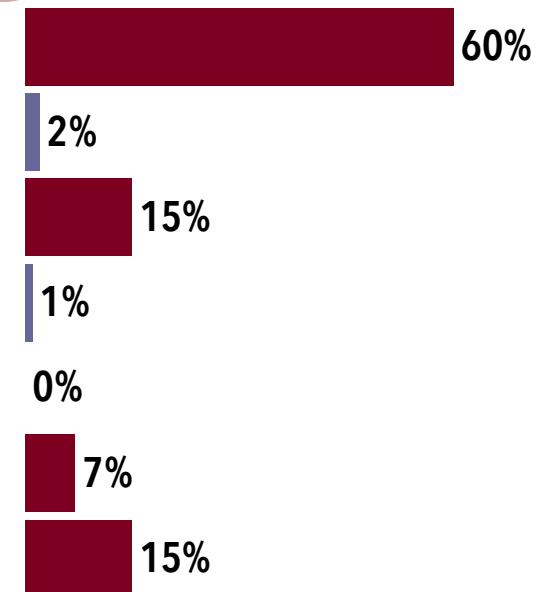
Focus on cost reduction business tolerance

Types of organizational units by in principles cost drivers

Supply Chain Management

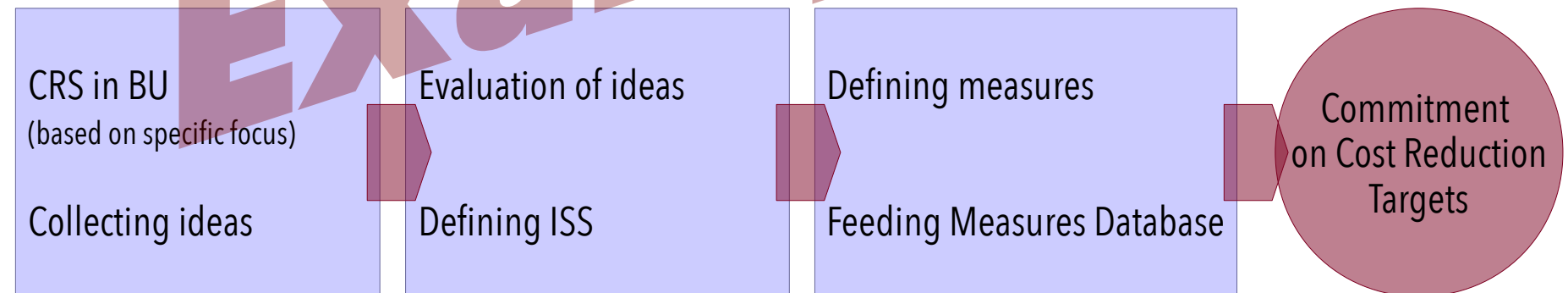
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- Information Technology and Communication Costs
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estimated structure



Cost reduction sessions with business units as foundation for a Measures Database

- Collecting of ideas in business unit sessions
- Evaluation of ideas and defining the Implementation Stage Schedule (ISS)
- Defining measures and feeding of the Measures Database
- Commitment on Cost Reduction Target by signature of Cost Center Responsible



Cost reduction session – Measure sheet

Measure ID M001	Cost center ID CC01	Measure Consolidation of Bureau Services	Implementation Stage II
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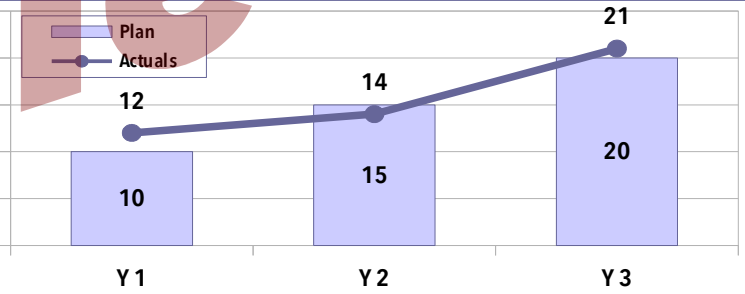
Measure details

Consolidation of Bureau Services for the respective Cost Center
Single point of contact routing, team assistance, department support and travel management

Major impacts

- 0,3 full time equivalent (FTE),
- 1 physical workplace,
- Optimized travel arrangements

T€ - cumulated over 3 years	Y 1		Y 2		Y 3	
	Plan	Actuals	Plan	Actuals	Plan	Actuals
Personnel costs	5	6	8	7	8	8
Operating leases	3	4	5	5	7	8
Material and services	1	1	1	1	3	3
Depreciation						
R&D costs						
IT and Com Costs						
Travel expenses	1	1	1	1	2	2
Total savings	10	12	15	14	20	21
Investment/Disinvestment						
One-time expenses						



Affected/Involved Cost Centers	Buy-in signature

Business Case ID

Cost center signature	CFO signature	Program management signature	Index A	Place, Date
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