



The best eight teams and honorary guests were invited to the live final of this year's MARGA business simulation competition at Schloss Gracht in Erfstadt.

● BUSINESS SIMULATION COMPETITION

KEG team wins MARGA

A team from KEG steered their virtual company to success and won this year's MARGA business simulation competition. The KEG team won through against the other contenders in an exciting live final. Congratulations!

For six months the cross-site, cross-BU team took on the role of the management, running all divisions and functions of a fictitious industrial company. In the course of this business management simulation competition they gained an insight into modern management tools and business relationships. In the final at Schloss Gracht in Erfstadt in mid-October, the team members - Larissa Reyes (Production Management, Elastomer BU, Hattersheim), Andreas Karpinski (Product Manager Automotive, Troisdorf) and Kazuhiro Kitagawa (TROSIFOL Controlling, Troisdorf) - put their skills to the test once more against teams from Neumayer Tekfor, MTU Aero Engines and Lanxess Germany. Team member Heiko Mack (Head of Marketing & Sales PVB BU, Hattersheim) was unable to attend the final due to business commitments.

However, he was closely involved in the intensive collaboration in the months running up to the final. Tasks included tackling tricky questions on corporate management, differentiation from competitors, R&D, HR, marketing and

production. Alongside strategic considerations, broadening their knowledge of finance and administration played a key role. That was not always easy given the heavy workload at KEG and the added complication that the team members worked at different sites. However, Kazuhiro Kitagawa of TROSIFOL Controlling says "MARGA showed us how team-

work can function efficiently despite working at different locations. We had regular weekly conference calls and took all decisions as a team. This cross-functional, cross-cultural collaboration was exceptionally valuable for us because we learnt a great deal from each other."

In every round, the team held its own against competitors from other companies in Germany and neighbouring countries. Their competitors included another KEG team comprising Juliane Löbig (Finance & Admin., Hattersheim), Dr. Markus Meise (R&D, Höchst), Jochen Regenauer (TROSIFOL Sales, Troisdorf) and Michael Glawe (TROSIFOL Logistics, Troisdorf). Juliane Löbig also feels that the experience was very valuable: "Although we did not get beyond the qualifying round, taking part was a very valuable experience for me. I would recommend it to anyone."

The MARGA business simulation competition has been organised for more than 40 years by MARGA Business Simulations GmbH. Twice a year, it invites applications in cooperation with the Handelsblatt publishing group and the European School of Management and Technology (EMST). The winning team was rewarded for its commitment and the large amount of time they put into the competition and this year's MARGA Champions thoroughly enjoyed the awards ceremony in the wonderful atmosphere of Schloss Gracht in the presence of invited guests.



The winning team from KEG (from left): Kazuhiro Kitagawa, Heiko Mack, Larissa Reyes and Andreas Karpinski.



The winners found the months of team-work challenging yet enjoyable.



Dr. Matthias Gutweiler, Managing Director of KEG.

Dear colleagues,

As ever, the end of an eventful year is a good time to pause and review the year and what it has brought. Doing that makes me very proud of what we have jointly accomplished at KEG in 2012. Despite the difficult business conditions, we will once

again report year-on-year sales growth. Everywhere I see positive changes, hard work and tremendous commitment. I would like to thank you all most sincerely for that. I would also like to express my hope that you can carry that momentum over to the new year.

We have a busy year ahead. In this issue of numberOne you can read about our major projects, for example, there is a progress report on Line 8 for our automotive project and information about the GrowingTogether change process. The big team meeting in January should release new energy for this process. I am also aware that the Line 6/MowES project is a heavy additional burden for many of you. But I am convinced that if we can work together even more closely on the basis of shared values and objectives and drive forward the development of the company, we will be able to continue our success story. For that, we need everybody on board!

I would like to wish you all many happy hours with your friends and families in the upcoming holiday period and all the best for 2013.

Yours,

Matthias Gutweiler
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