



ISO NWIP

ISO/TC 37 ANNUAL FORUM BRUSSELS

11TH JUNE 2023

A STANDARD NOTATION FOR BUSINESS REPORTS

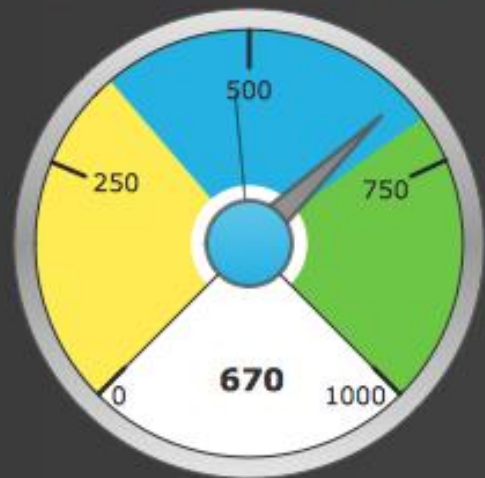
PRE-EXPERT DRAFT

DR. JÜRGEN FAISST AND DIEGO BERE
IBCS ASSOCIATION

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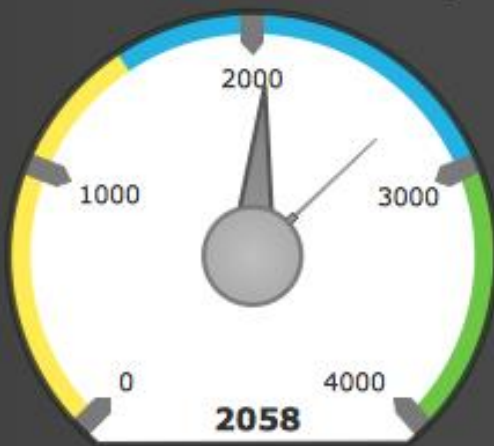
- Why an ISO NWIP for report notation based on IBCS?
- What is IBCS?
- Examples from NWIP Pre-Expert Draft
<https://sd.iso.org/documents/open/8a8f2d93-32be-4b01-ac02-af3d3c30a786>
- Q/A
- Is this initiative of interest to ISO/TC37?

**Average Order Size in June
vs. Avg Order Size in May**



- Pure
- Normal
- Excellent

**New Customers in June
vs. New Customers in May**



- Pure
- Normal
- Excellent

Sales of Product A

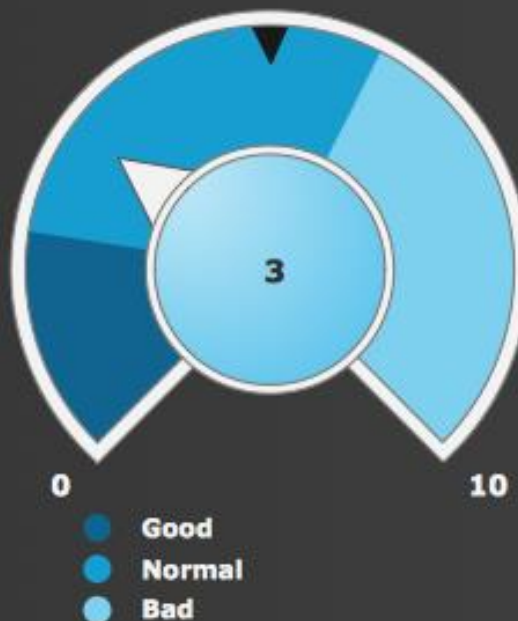


Sales of Product B



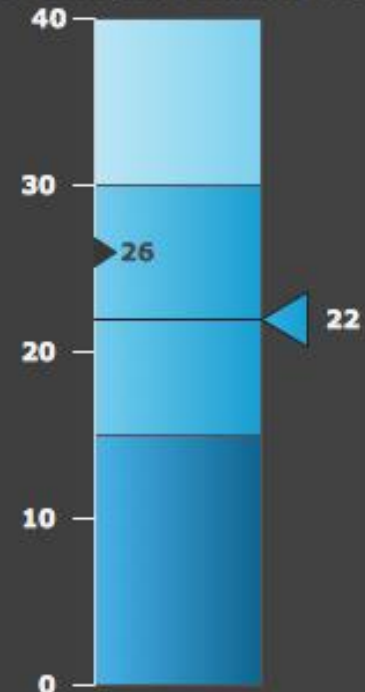
KPIs

**Customer Churn Rate in June
vs. Churn Rate in May**

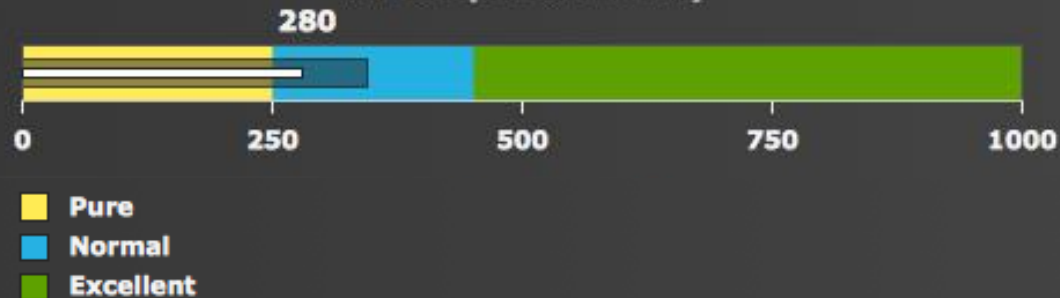


- Good
- Normal
- Bad

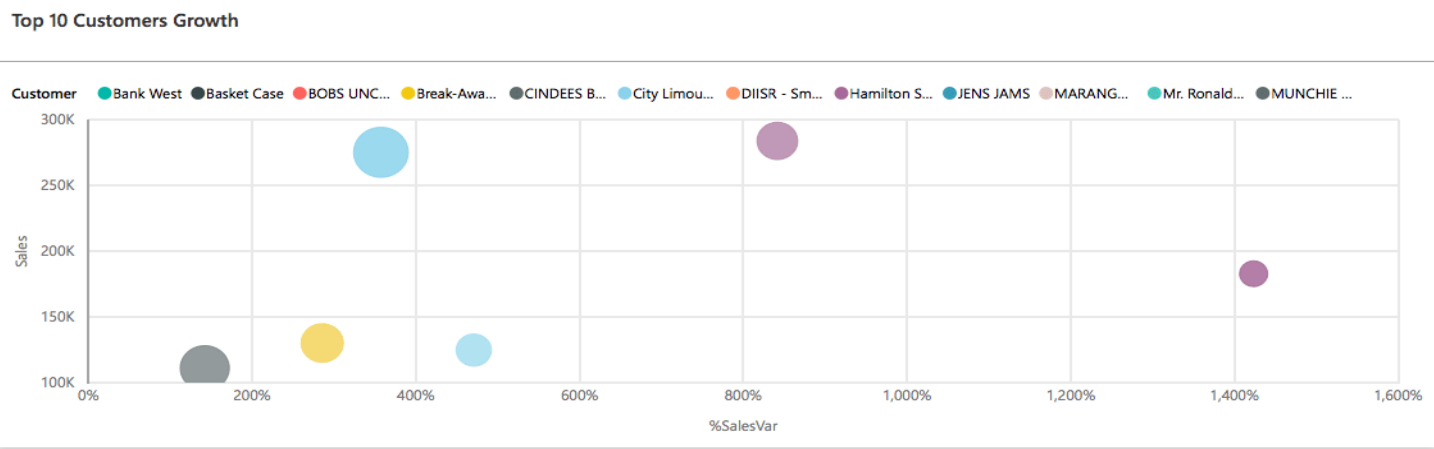
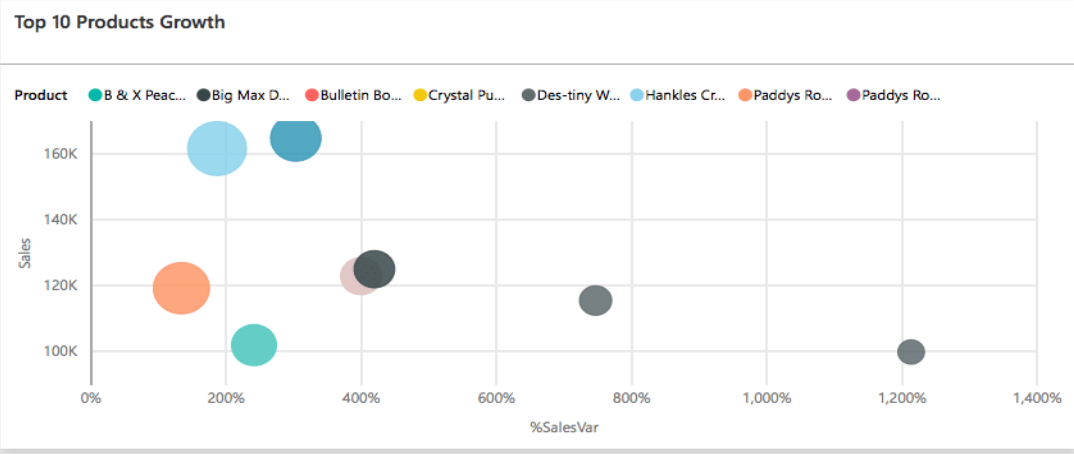
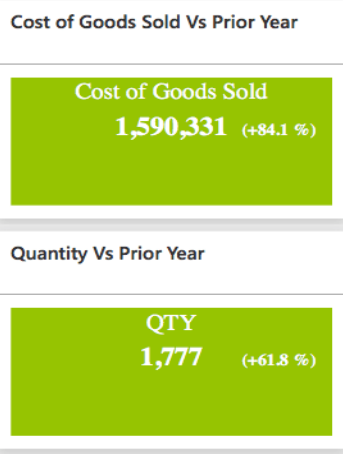
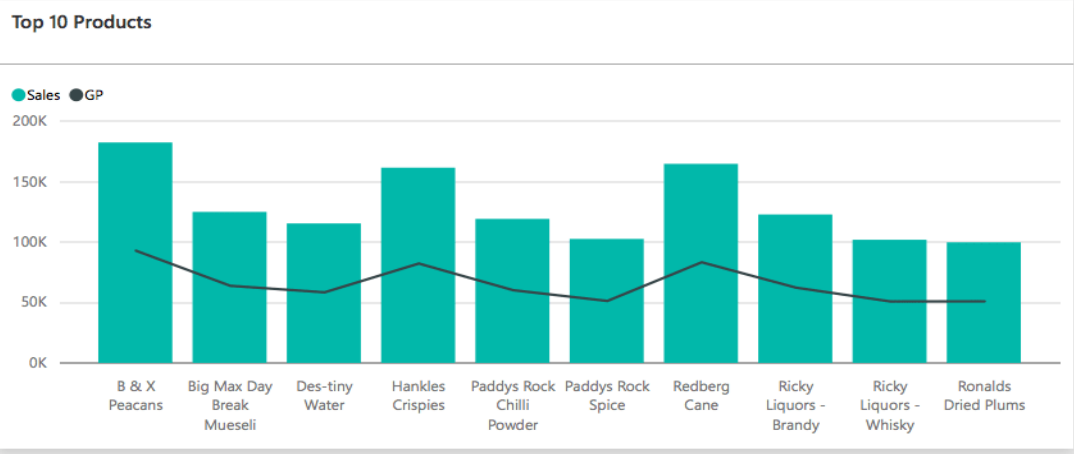
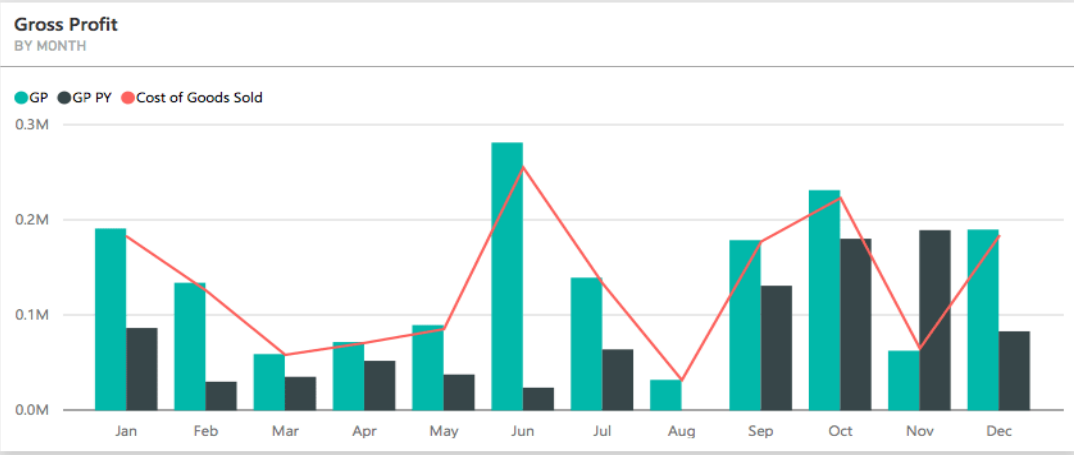
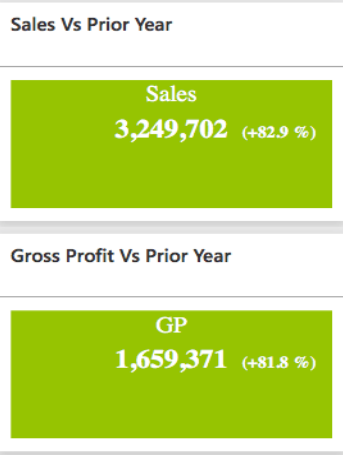
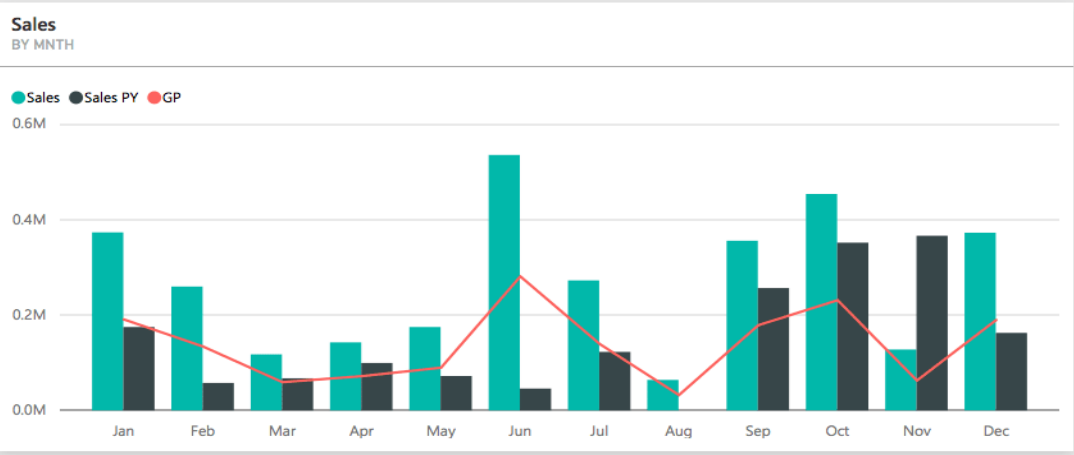
**Cost per Lead in June
vs. Cost per Lead in May**



**Cost per Sale in June
vs. Cost per Sale in May**



- Pure
- Normal
- Excellent



Financial Performance

Revenue vs Expenses



Gross Profit Margin

38%



Quick Ratio

3.2



Burn Rate

\$15.2K

Cash Runway

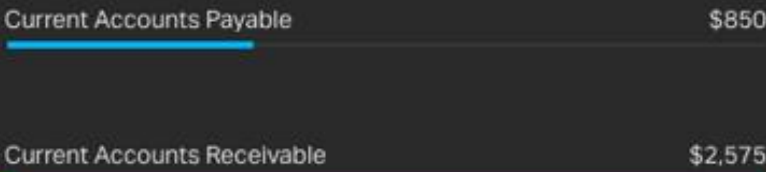
23mth

This month

Revenue



Current Accounts Payable vs Receivable



Lead Velocity Rate

6.9%



LTV: CAC Ratio

3

Net Retention (with 6-Month Range)



Cancelled Accounts (This Week)

Account Name	Date	Seats	Lifeti...	Type	MRR
Porky P.I.G.	Jul 20	2	2.5	-	\$40
Duckworths	Jul 20	1	8.2	-	\$20
Mickey MO	Jul 19	1	4.3	-	\$20
Wiley	Jul 19	8	2.5	Partn...	\$160
Road Runners	Jul 18	2	1.2	-	\$40
Bugsy	Jul 18	1	23.6	-	\$20
Minnie	Jul 18	1	18.2	-	\$20
Pete's Pans	Jul 17	1	13.3	-	\$20
Sleeping Beau...	Jul 17	2	8.7	-	\$40
Hook's Small C...	Jul 16	1	2.1	-	\$20
Goof Glue	Jul 16	3	2.5	-	\$60
Aladdin Rugs	Jul 15	2	2.3	-	\$40
12		2	7.4		\$500

MRR (Direct/Partner)



Account Retention



Retention Components Over Time



MTD Stats vs Last Month

\$112.7k

Revenue

▲ 12%

\$25.1k

COGS

▼ 74%

\$3,994.38

Expenses

▼ 82%

Quickbooks Online

Current Revenue Run Rate (Prior Month)

\$1.12M

Run Rate Prior Month

▼ 9%

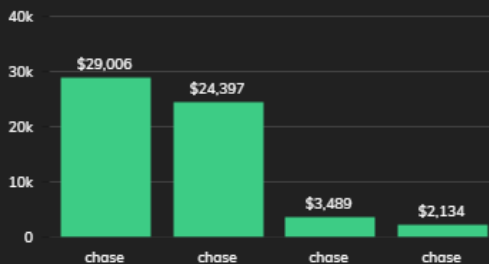
\$1.23M

Run Rate Dec 2017

Quickbooks Online

Total Cash Available

\$59.0k

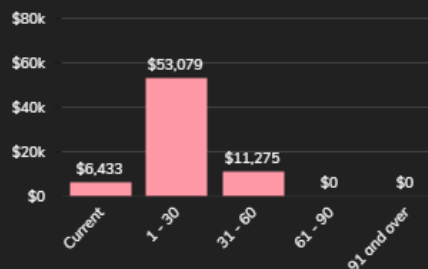


Banking Financial Accounts

Accounts Receivable - CRM Current

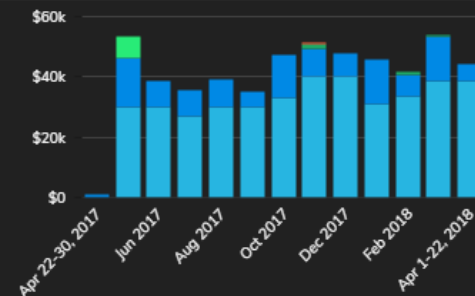
\$70.8k

Total A/R



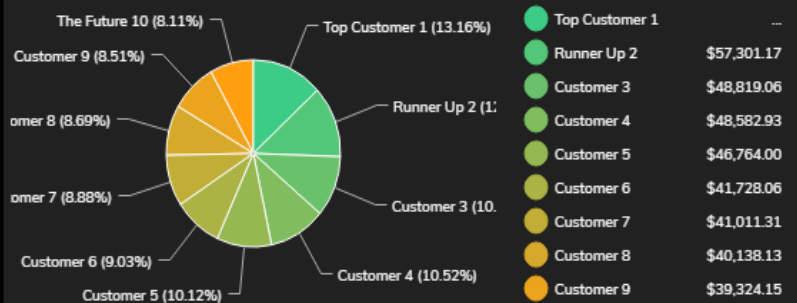
Quickbooks Online

Revenue by Income Category



Quickbooks Online

Top 10 Clients - Trailing 12 Months

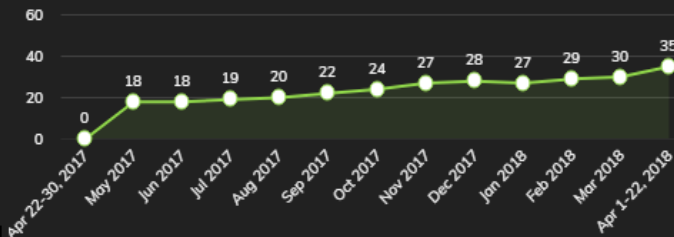


Quickbooks Online

Number of Customers

55

Total Customers Overtime

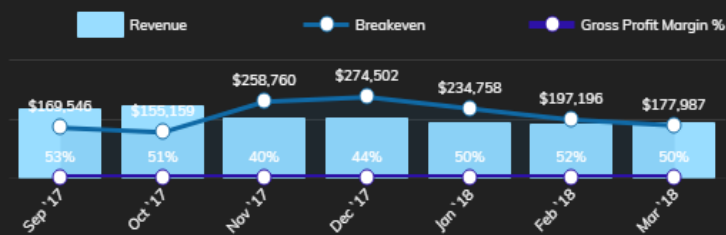


Quickbooks Online

Breakeven Point vs. Profit Margin

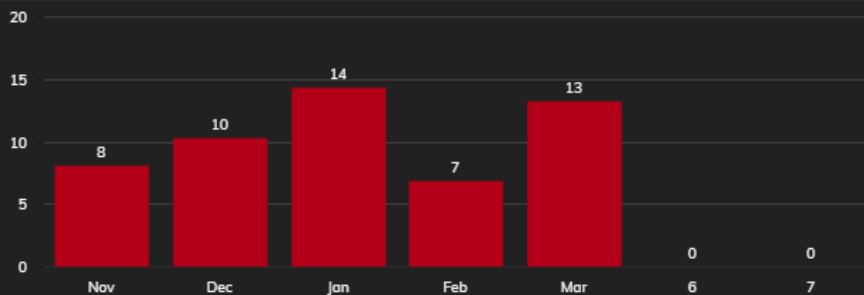
\$178.0k

Last Month



Quickbooks Online

Days Sales Outstanding

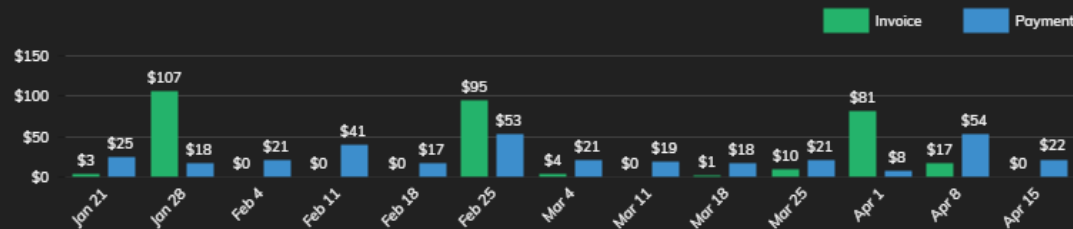


Quickbooks Online +

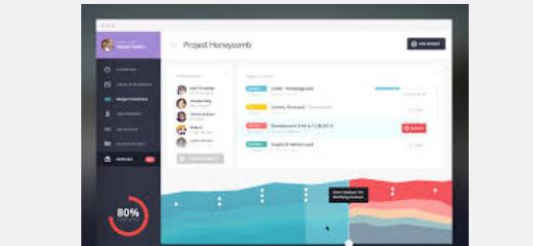
Weekly Collections/Billings

\$26.0k

Avg Weekly Collections



Quickbooks Online



Lead with Flauto

All Along

Words and Music by
KIMBERLY PECK &
MARK LANIER

all there is a consequence that cannot be ignored. You were doing nothing for me to be... four
chang-ing seasons of my life were not left up to chance. Lead, I know You were working to... lead

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Allegro

pp

pp

ΘΑΛΑΣΣΑΚΙ

Θα - λασ - σα - - σα θα-λασ-σα τους θα-λασ - σι
νους θα-λασ-σα - κι μου μην τους θα-λασ-σο-δερ-νεις
θα - λασ - σω - νου - μαι για σε - να ξε - με - ρω - νου
μαι θα - λασ-σα κίαρ-μυ-ρō νε -
ρō να σε ξε - χā - σω δε μπο - ρō

Semper Paratus

Piano-Conductor

Arranged by
WILLIAM C. GARDNER

Tempo: 6/8

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嵐に消された記憶

Forgotten memory in the storm

pp

pp

SONATA No. 1

in G major, S. 101

JOHANN SEBASTIAN BACH

pp

pp

SONATE

für das Piano-forte

von

Ludwig VAN BEETHOVEN

Dem Erzherzog Rudolph gewidmet

Op. 111

Componiert im Januar 1822

Sonate N° 32

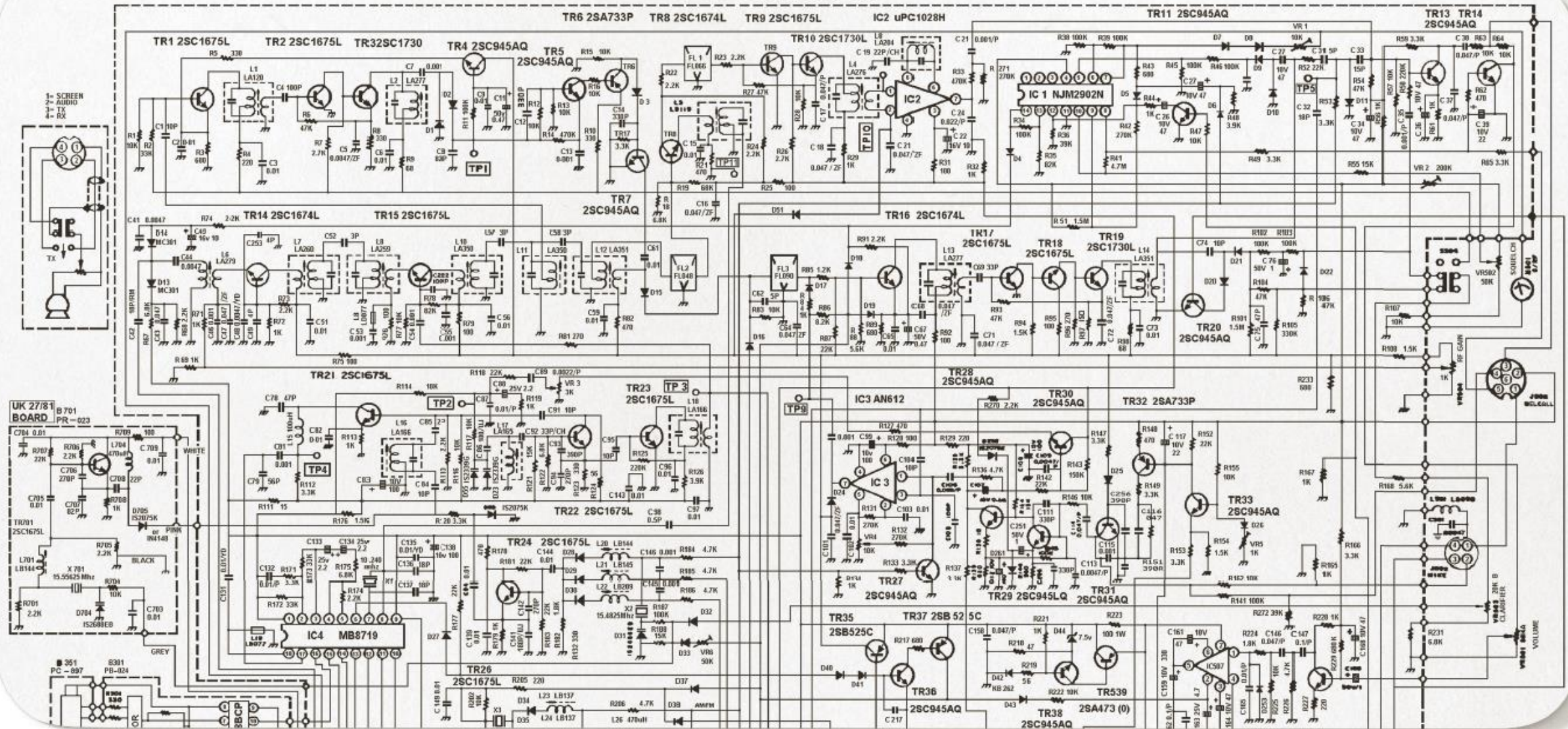
pp

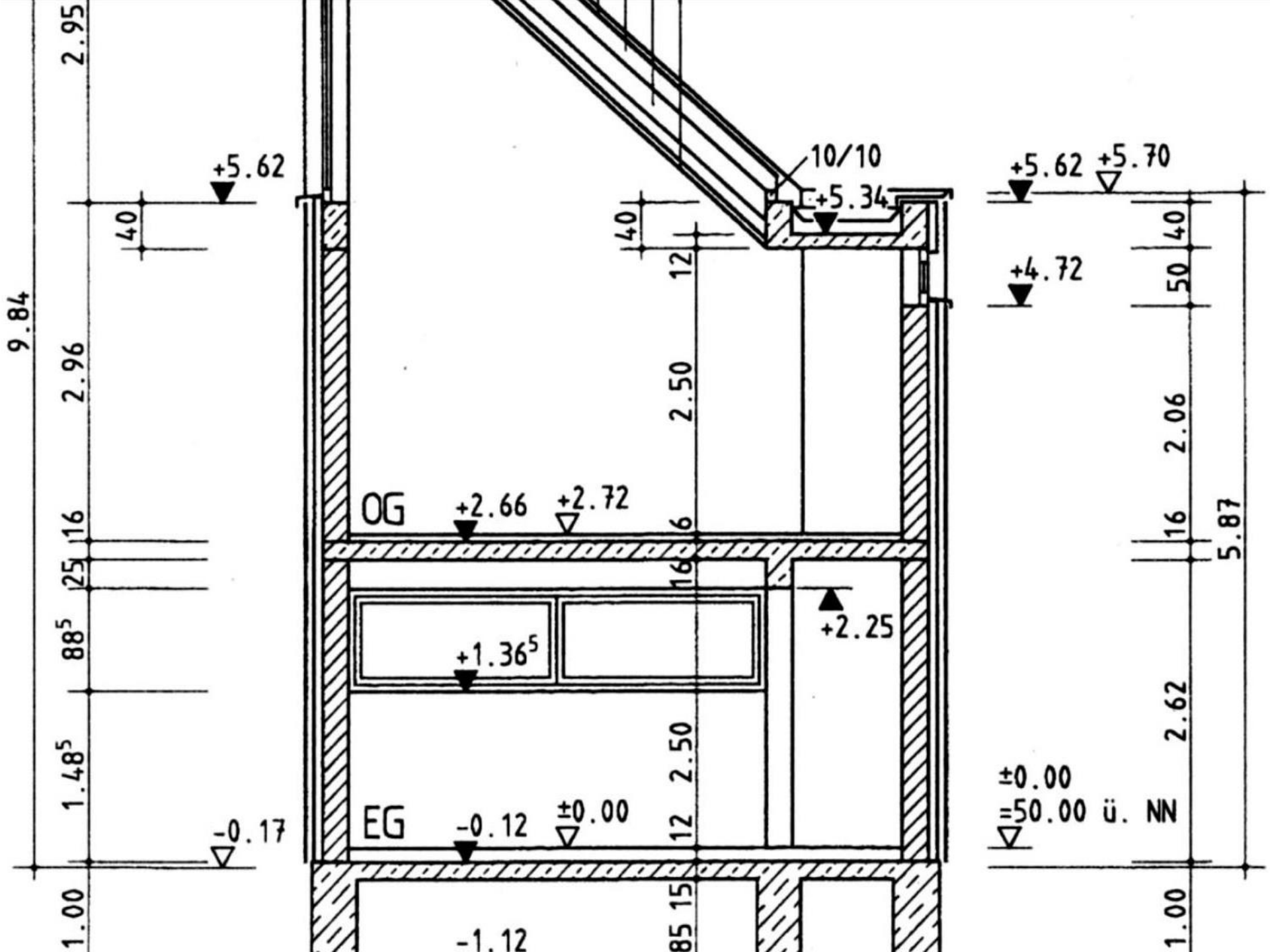
pp

pp

pp

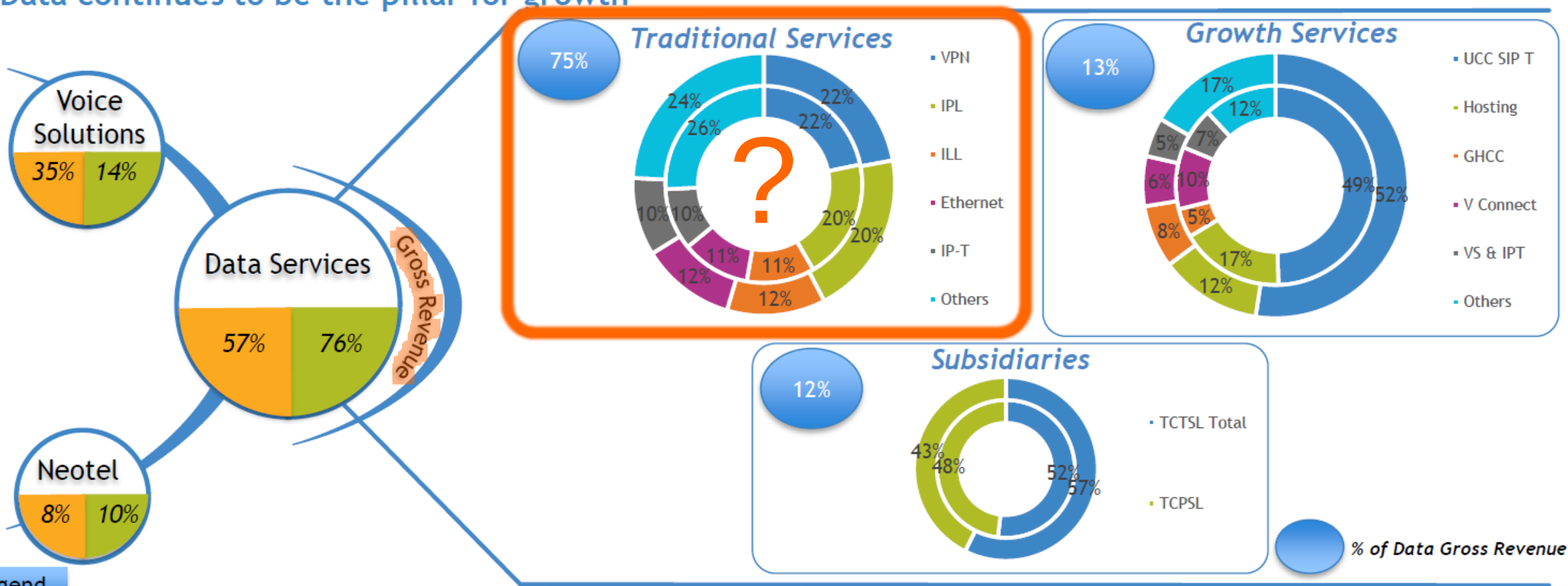
PC 893 STALKER 9F DX





PERFORMANCE HIGHLIGHTS | CONSOLIDATED PORTFOLIO MIX¹

Data continues to be the pillar for growth



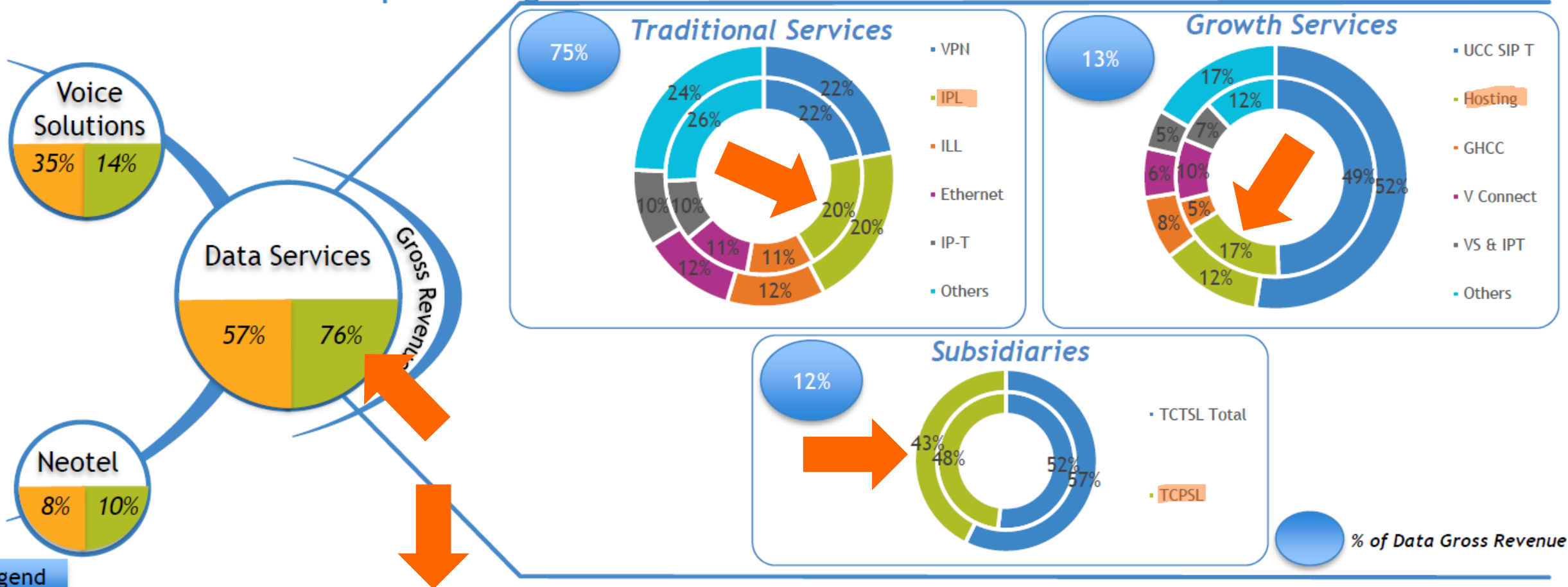
Note: Based on USD Numbers; USD-INR: Q2FY17 66.98, Q1FY17: 66.87, Q2FY16: 64.91; 1. YoY Comparison

Musical score for the first system on the left page. The piano part (left hand) features a series of chords and arpeggios, marked with *sf* (sforzando) and *trem.* (tremolo). The right-hand part (R.H.) features a series of chords and arpeggios, marked with *sf* and *trem.*. The tempo is marked *Allegro*.

Musical score for the second system on the right page. The piano part (left hand) features a series of chords and arpeggios, marked with *p* (piano) and *cresc. sempre* (crescendo sempre). The right-hand part (R.H.) features a series of chords and arpeggios, marked with *sf* and *più cresc.* (più crescendo). The tempo is marked *Allegro*.

PERFORMANCE HIGHLIGHTS | CONSOLIDATED PORTFOLIO MIX¹

Data continues to be the pillar for growth



Note: Based on USD Numbers; USD-INR: Q2FY17 66.98, Q1FY17: 66.87, Q2FY16: 64.91; 1. YoY Comparison

www.tatacommunications.com | [@tata_comm](https://twitter.com/tata_comm) | <http://tatacommunications-newworld.com> | www.youtube.com/tatacomms

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If we want to make business communication more effective, then **things that mean the same have to look the same.**

Prof. Rolf Hichert ”
IBCS Association



IBCS

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IBCS VERSION 1.2

IBCS Version 1.2 provides practical guidelines for the consistent design of reports, presentations, dashboards and the charts and tables they contain. The further development of IBCS is an ongoing process, which is managed by the not-for-profit IBCS Association.



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FREQUENTLY ASKED QUESTIONS

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[Read FAQ](#)

UN 3.2 UNIFY SCENARIOS

In charts with stacked columns, standard application of this semantic scenario notation to the lowest segment and Add a frame (outlined) or hatch pattern to these segments if they represent planned or forecasted data.



Comments

Close

Jürgen Feb 20 2022 at 10:36AM **Question**

I love this new illustration of scenarios. What about other reference scenarios like benchmarks and competitors?

reply 0 0

1



Not-for profit organization

IBCS ASSOCIATION

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1

Unified titles shall identify the content of pages, charts, and tables.

1

Unified titles shall identify the content of pages, charts, and tables:

Who (entity)

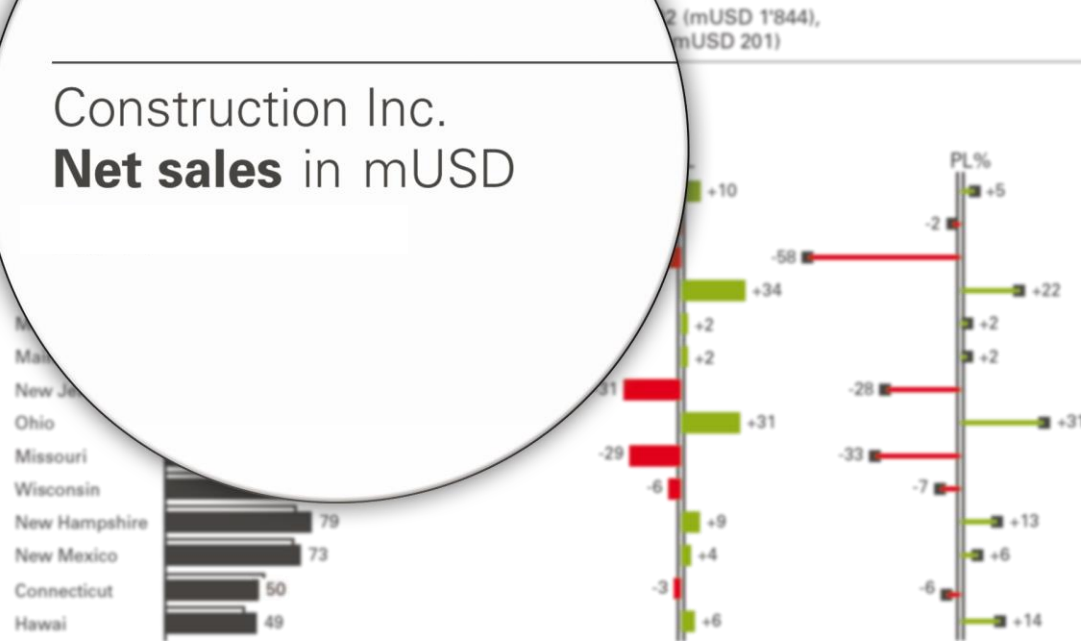


1

Unified titles shall identify the content of pages, charts, and tables:

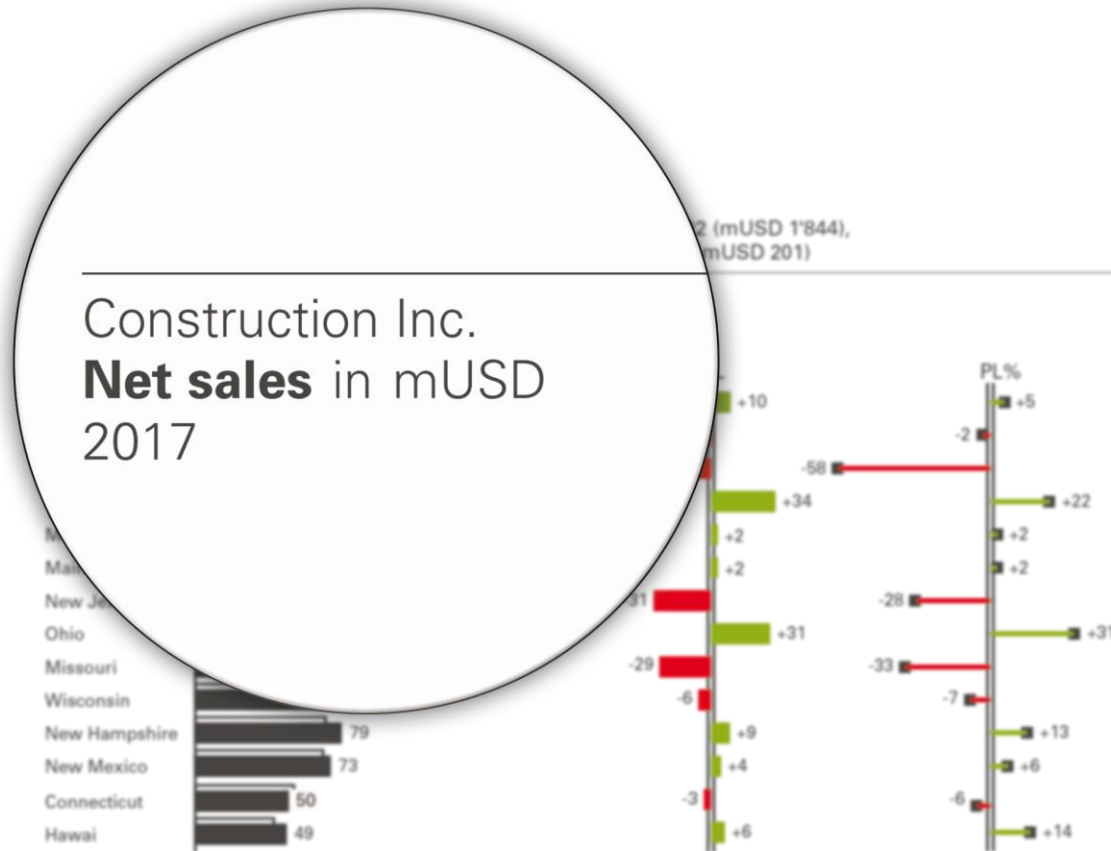
Who (entity), **what** (measure)

Construction Inc.
Net sales in mUSD



1

Unified titles shall identify the content of pages, charts, and tables:
Who (entity), what (measure), and **when** (time period).



Alpha Corporation
Net sales in mUSD

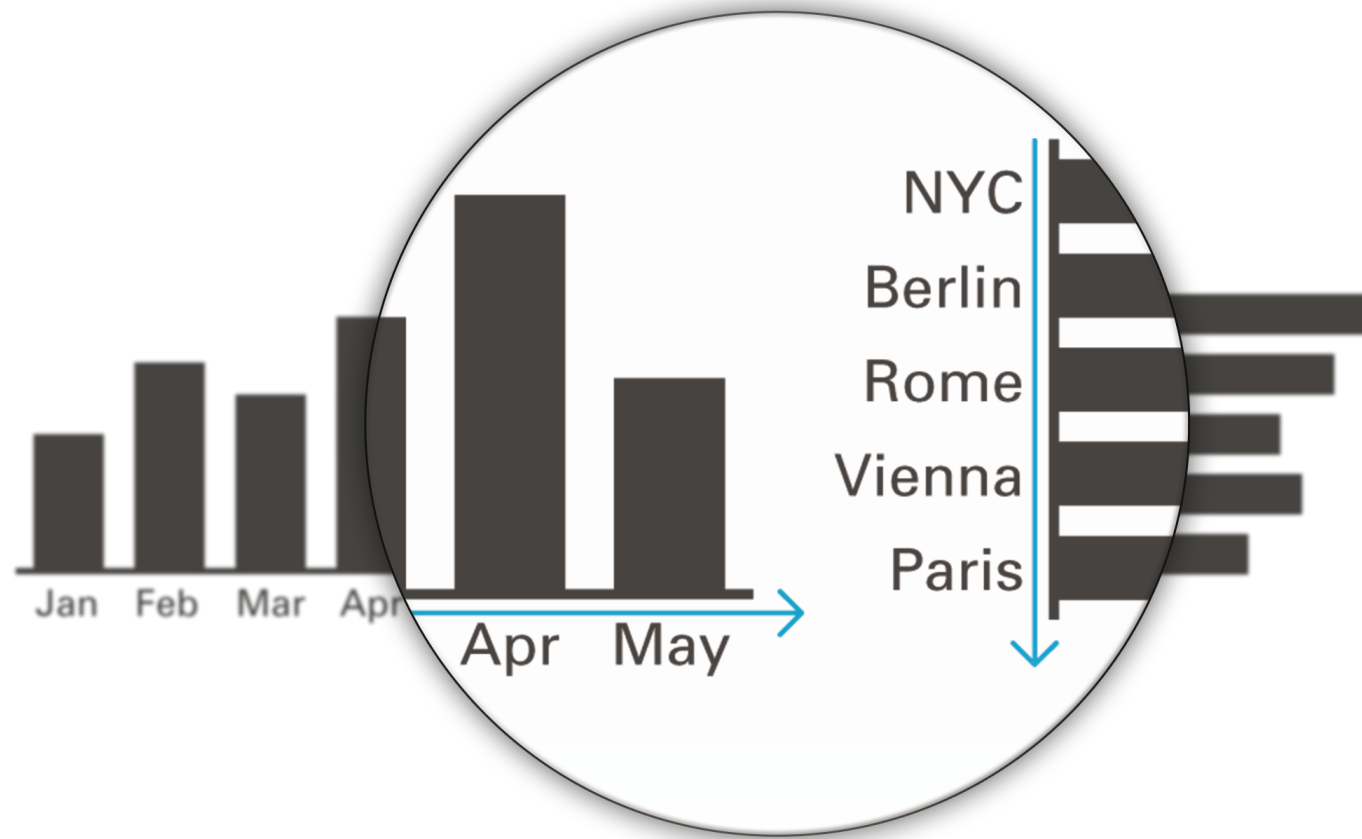
Example

Alpha Corporation
Net sales in mUSD
2023

Example

2

Time series (ordinal scales) shall consistently be displayed on a horizontal axes, whereas nominally scaled structure categories shall be displayed on a vertical axis.



Alpha Corporation
Net sales in mUSD
2023

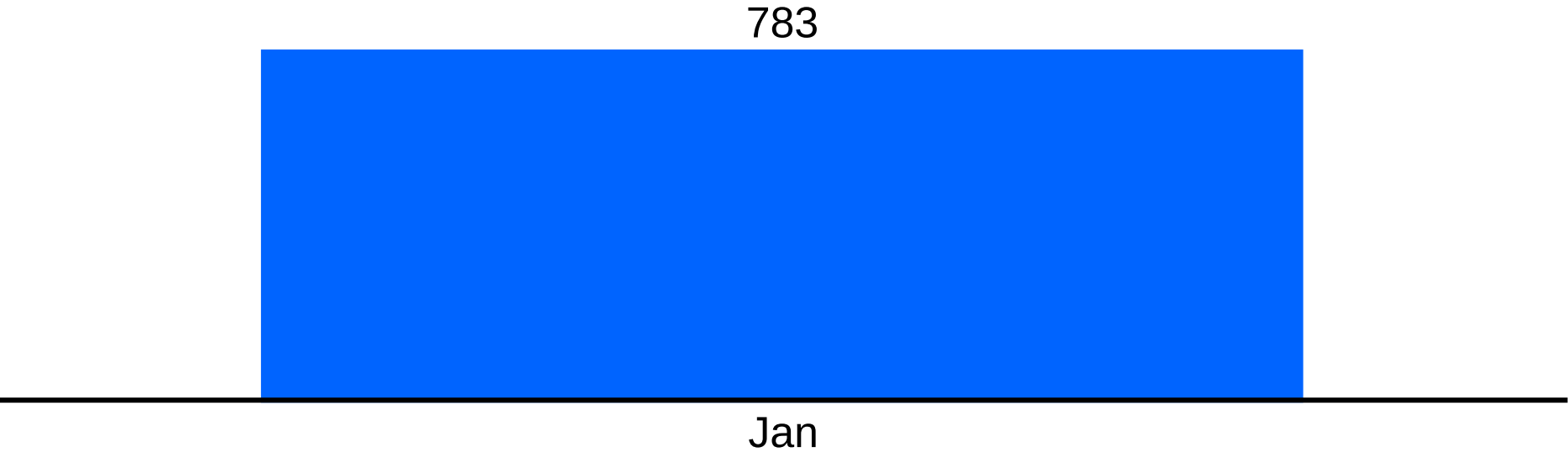
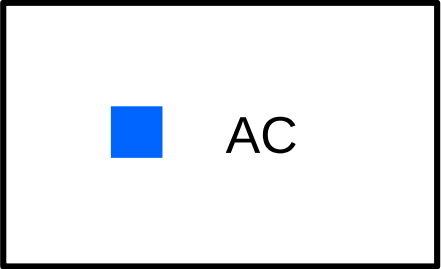
Example

Alpha Corporation
Net sales in mUSD
2023

Example

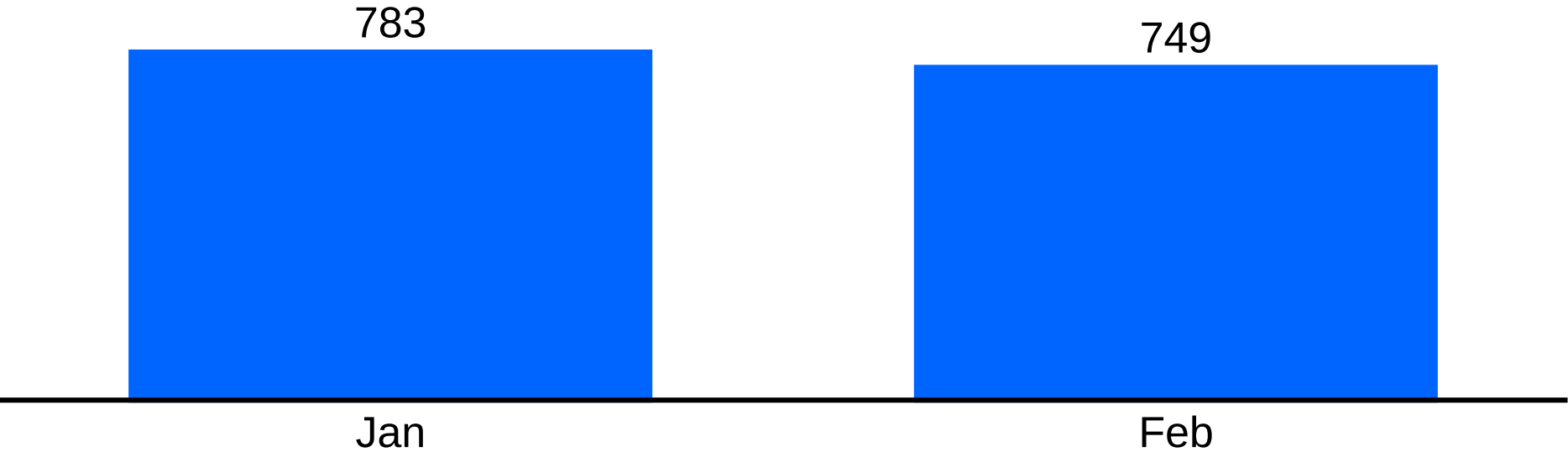
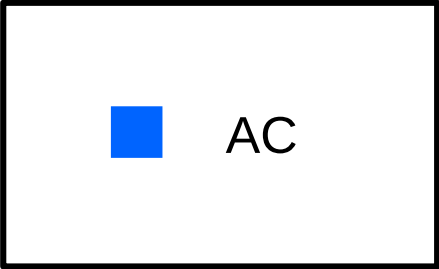
Alpha Corporation
Net sales in mUSD
2023

Example



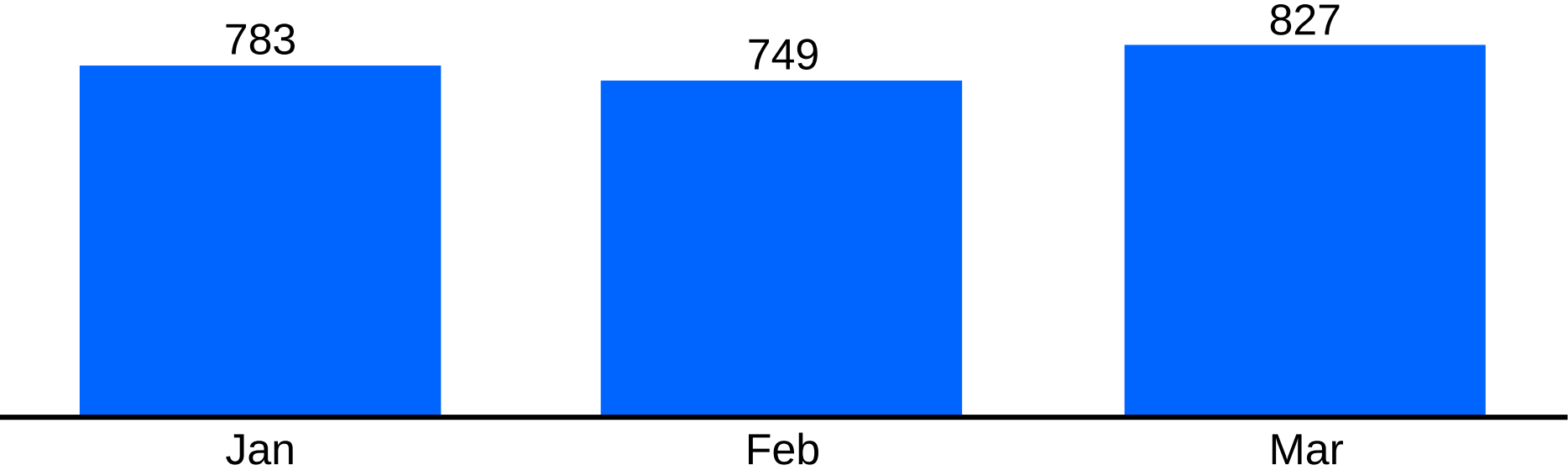
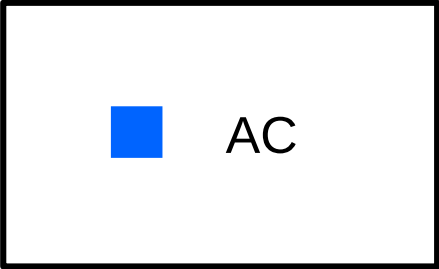
Alpha Corporation
Net sales in mUSD
2023

Example



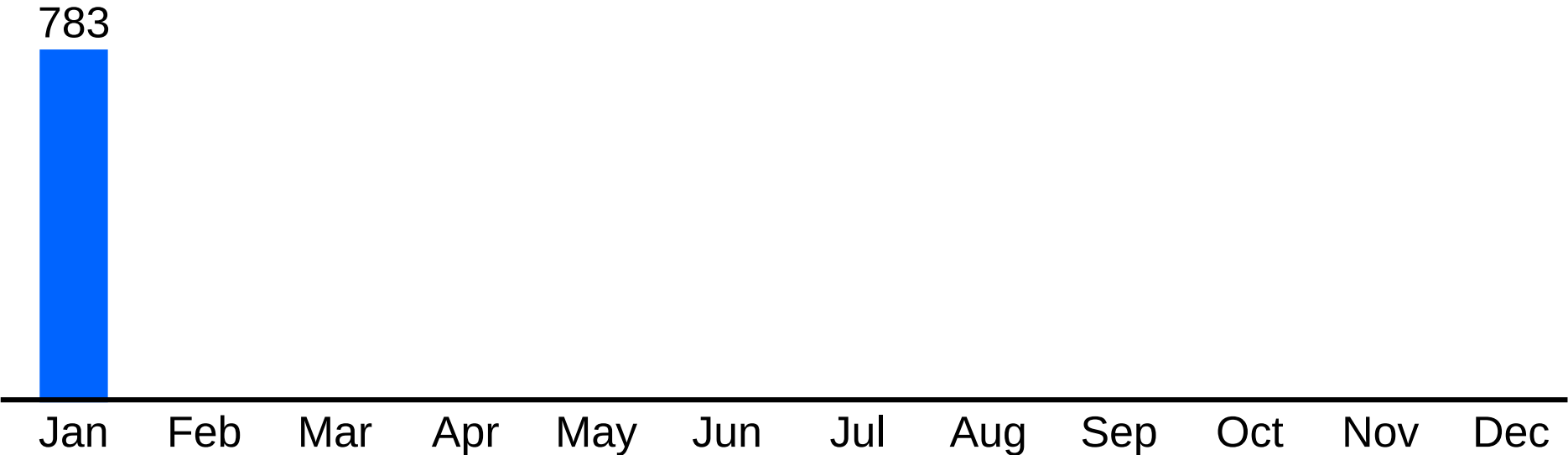
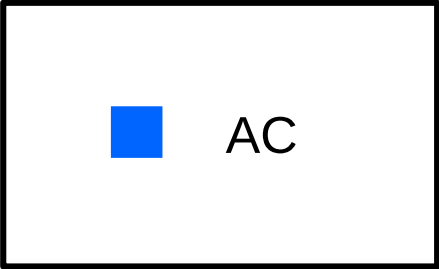
Alpha Corporation
Net sales in mUSD
2023

Example



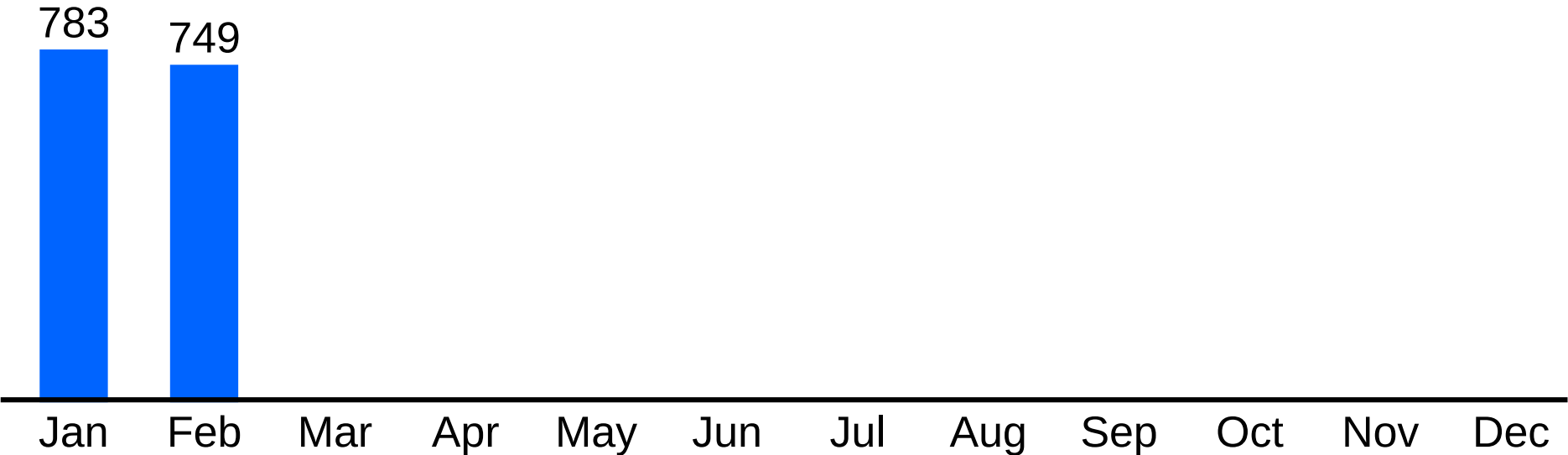
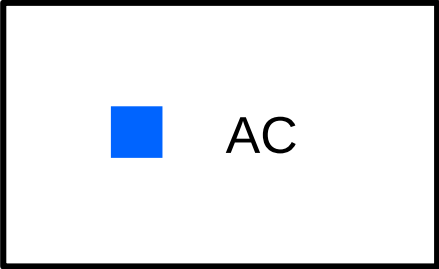
Alpha Corporation
Net sales in mUSD
2023

Example



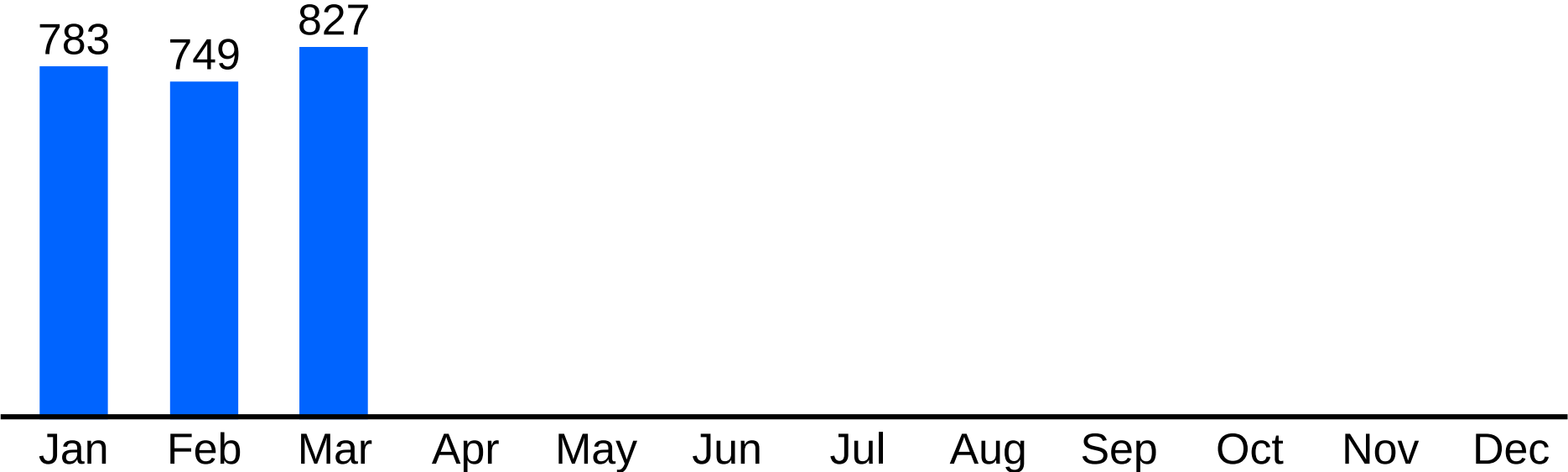
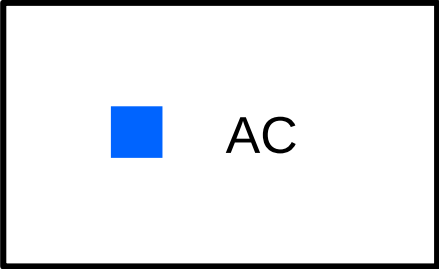
Alpha Corporation
Net sales in mUSD
2023

Example



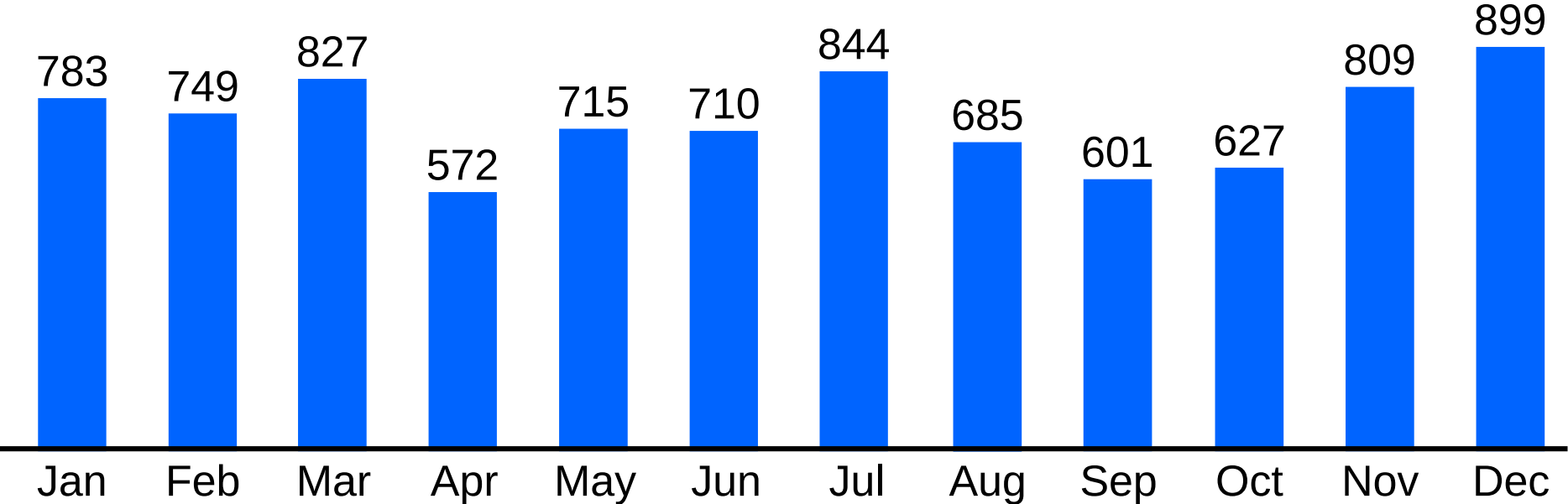
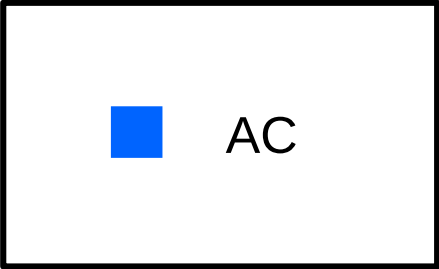
Alpha Corporation
Net sales in mUSD
2023

Example



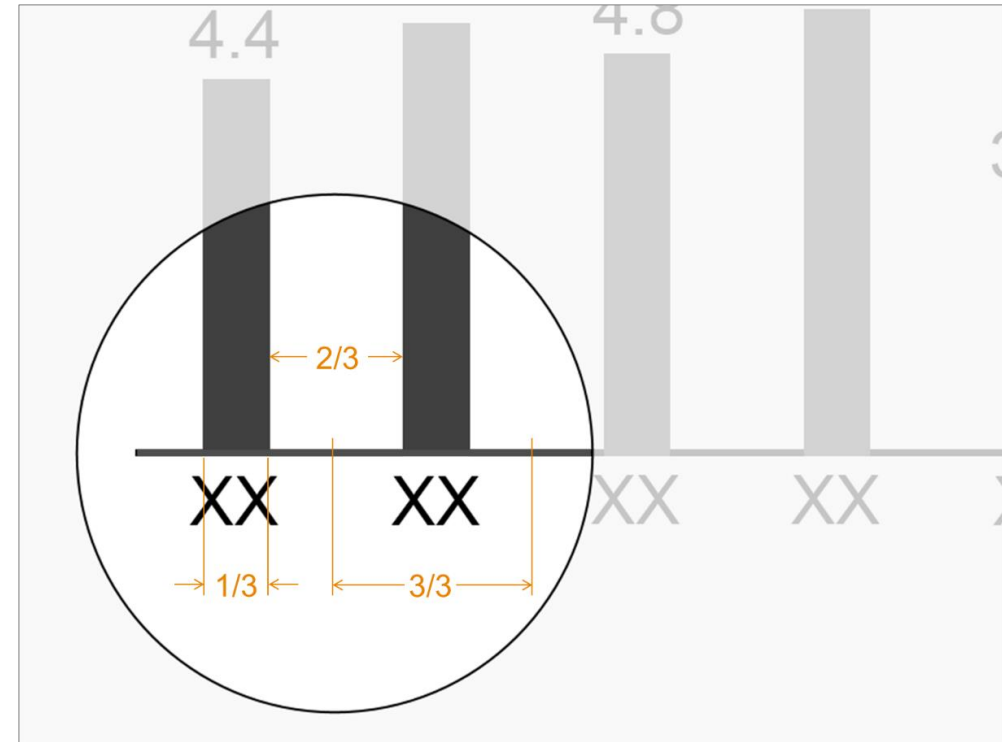
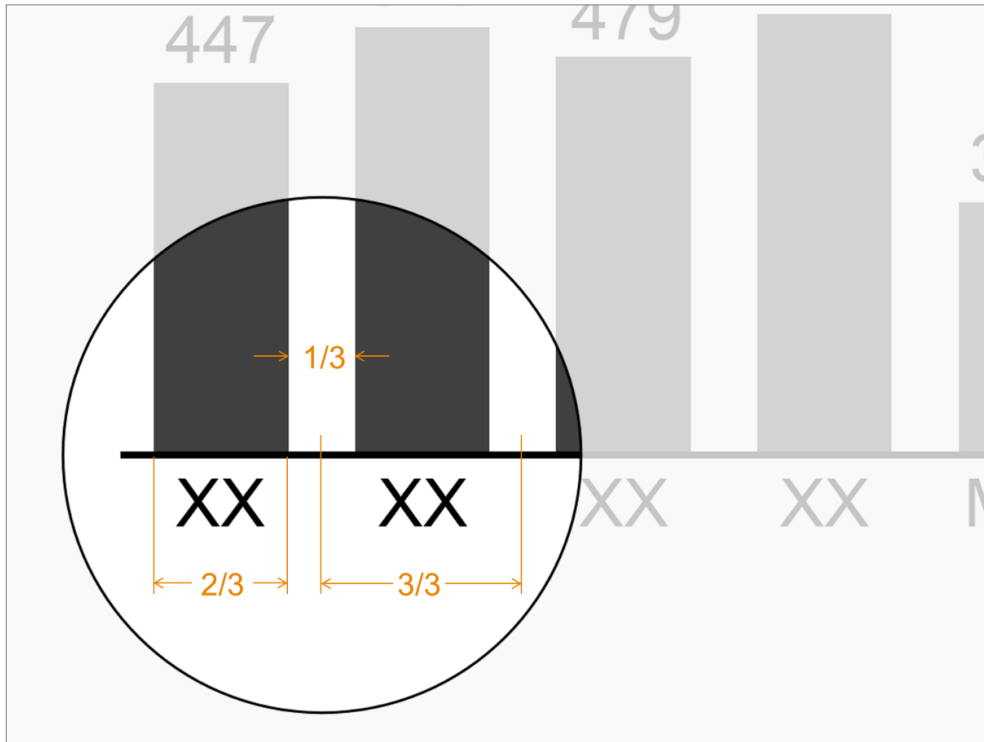
Alpha Corporation
Net sales in mUSD
2023

Example



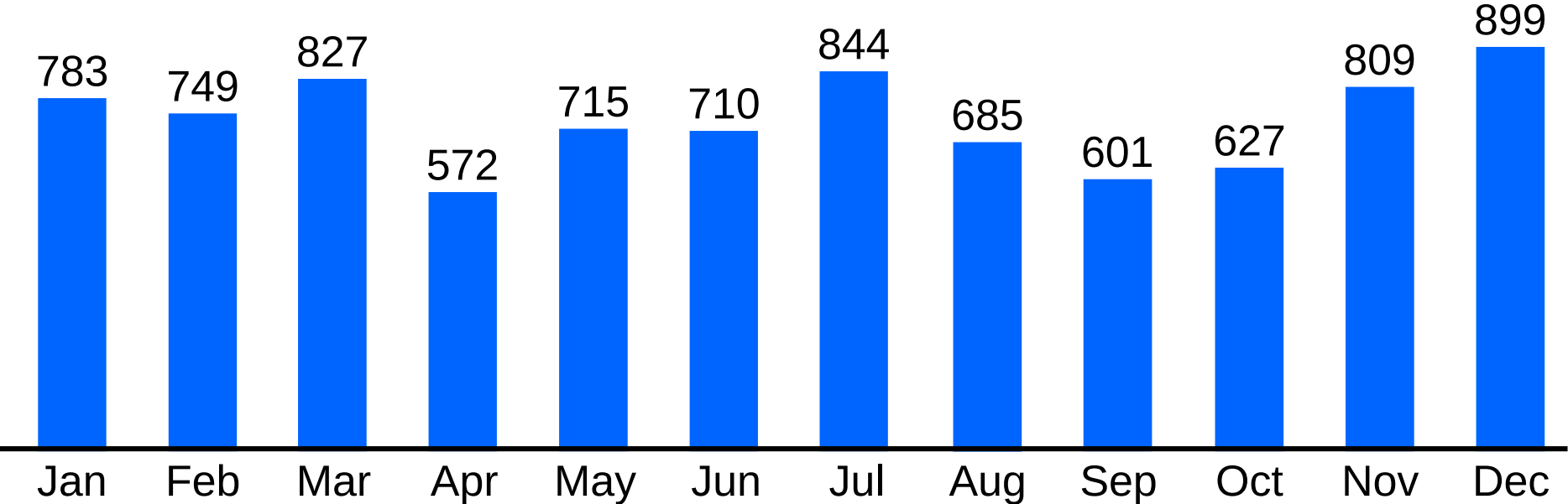
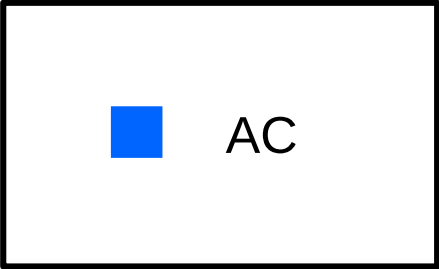
3

Base measures shall be indicated by a column width of $\frac{2}{3}$ of the category width, whereas ratios shall be indicated by a column width of $\frac{1}{3}$.



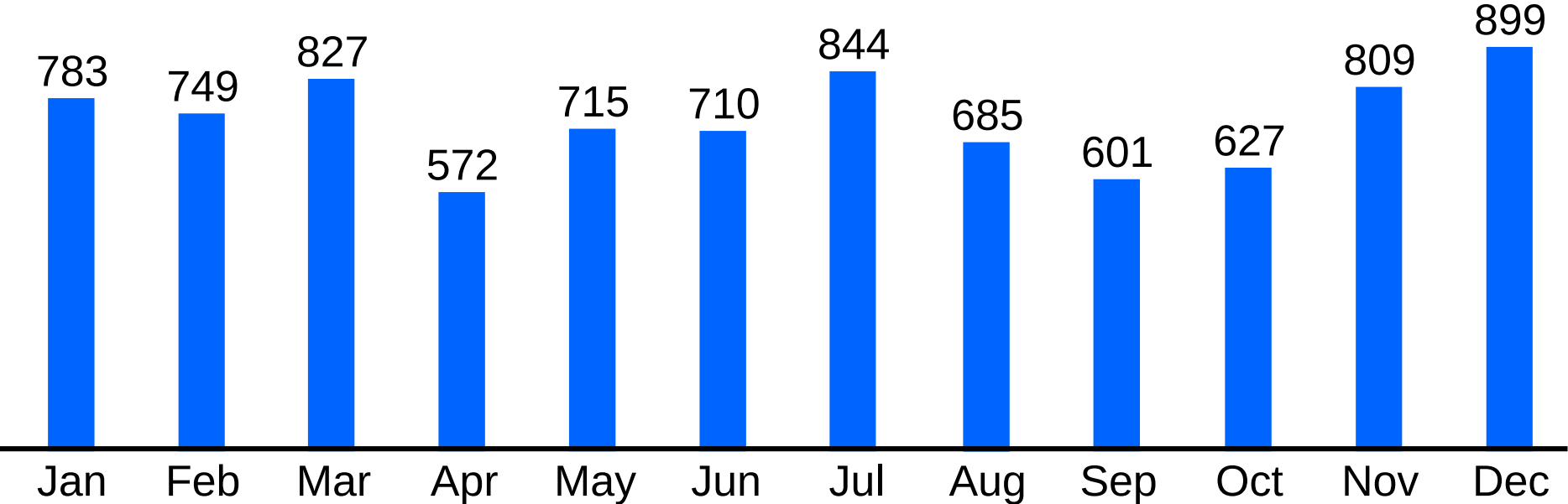
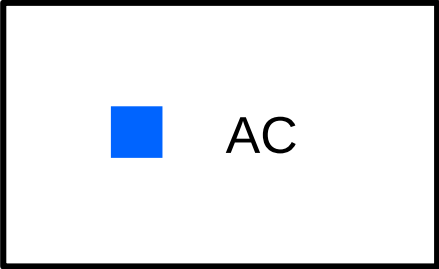
Alpha Corporation
Net sales in mUSD
2023

Example



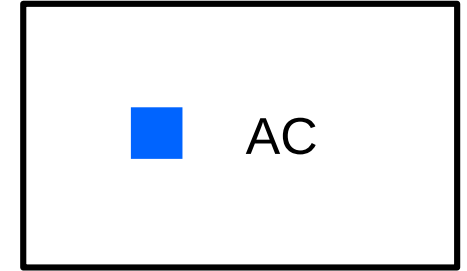
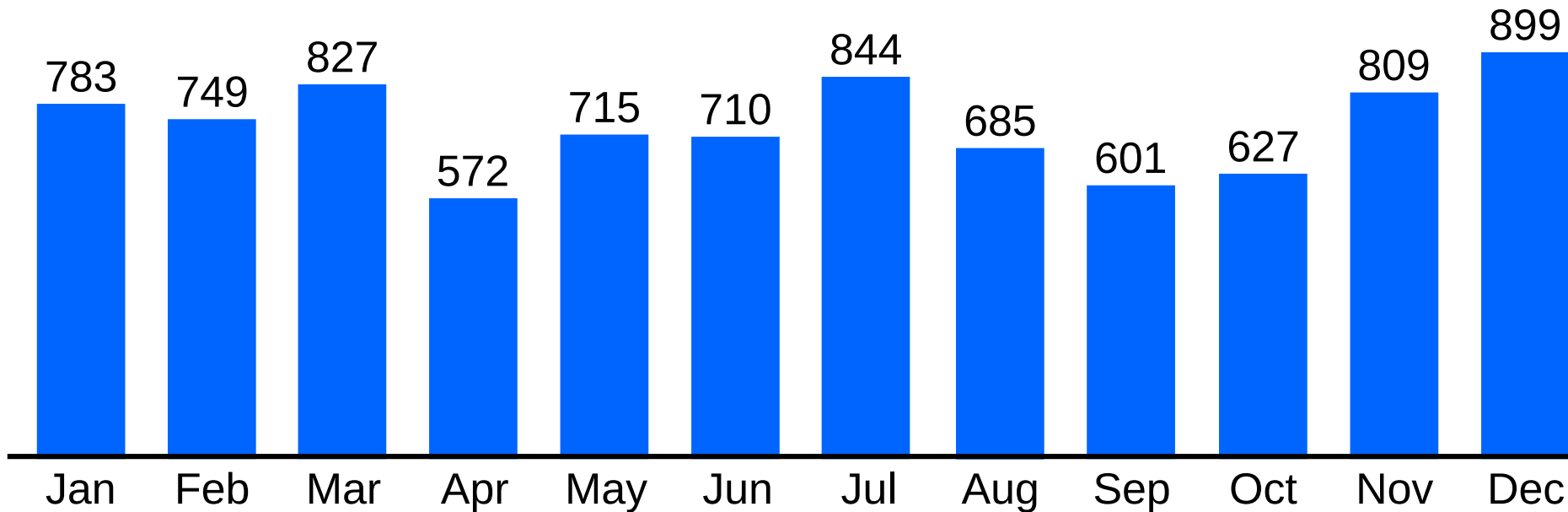
Alpha Corporation
Net sales per head in kUSD
2023

Example



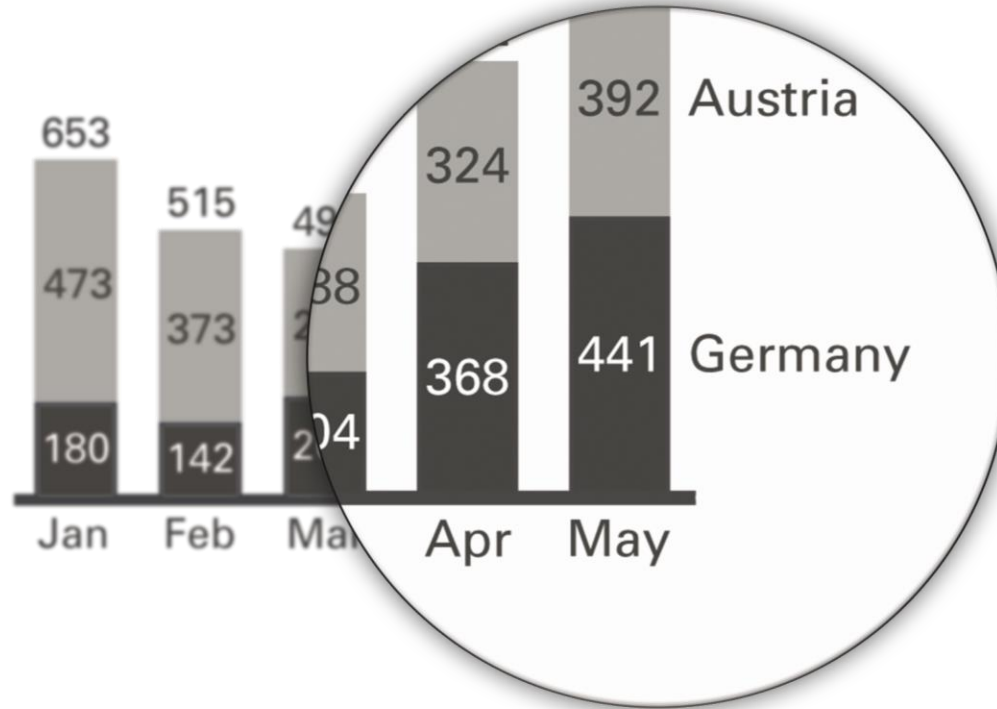
Alpha Corporation
Net sales in mUSD
2023

Example



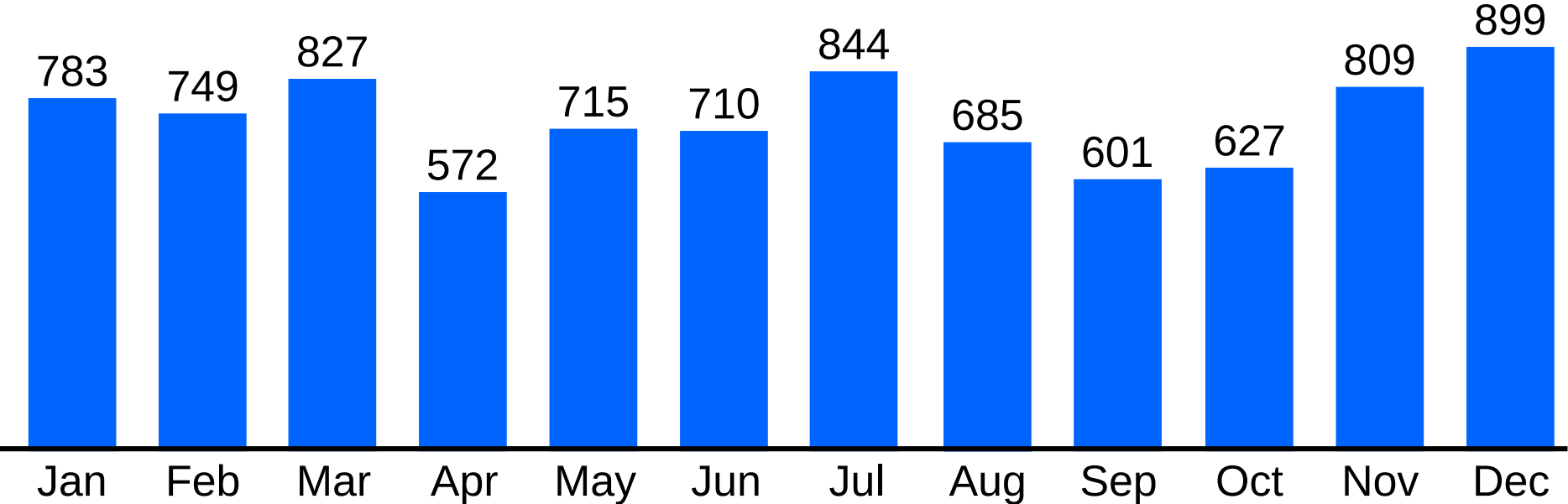
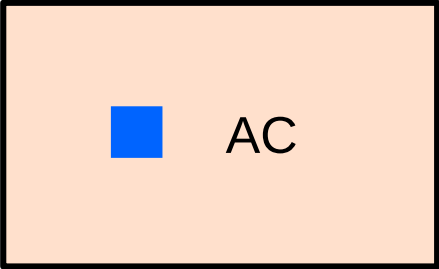
4

Legends and labels shall be integrated to reduce eye movement and save colour for more important purposes.



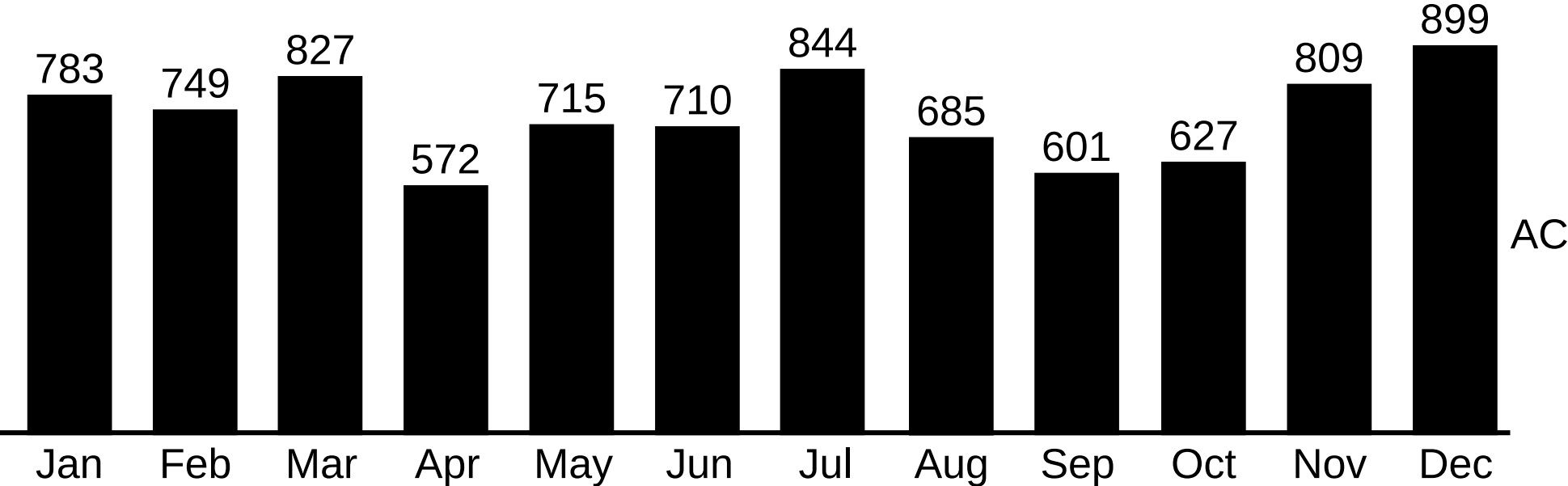
Alpha Corporation
Net sales in mUSD
2023

Example



Alpha Corporation
Net sales in mUSD
2023

Example



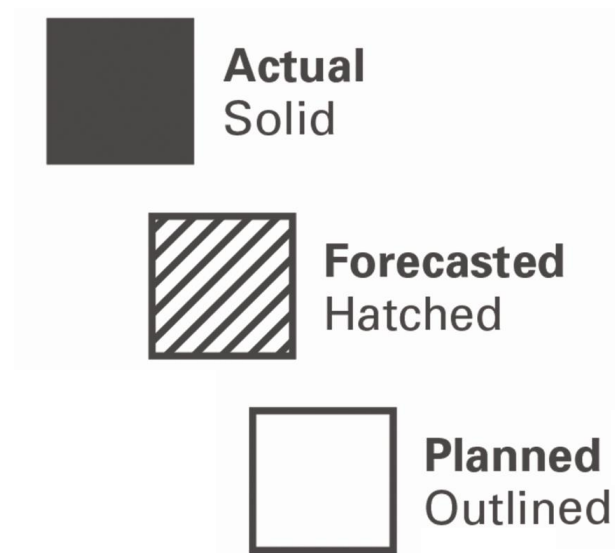
5 Scenarios shall be identified by fill patterns.



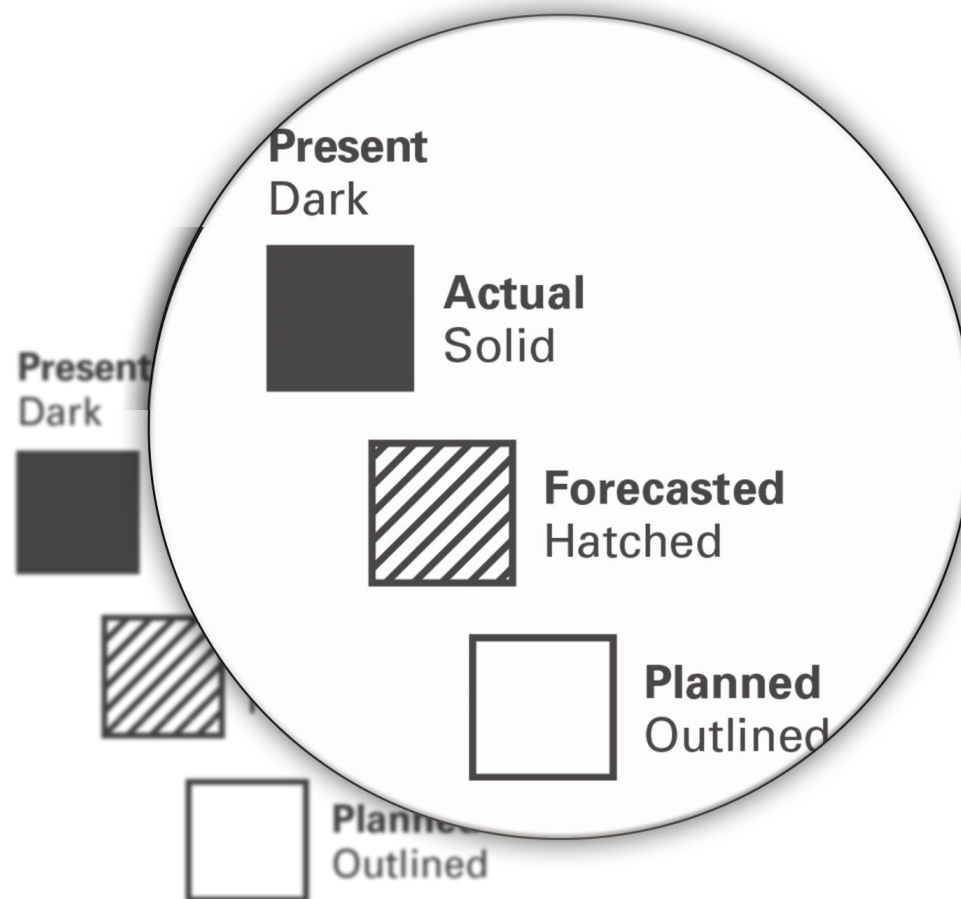
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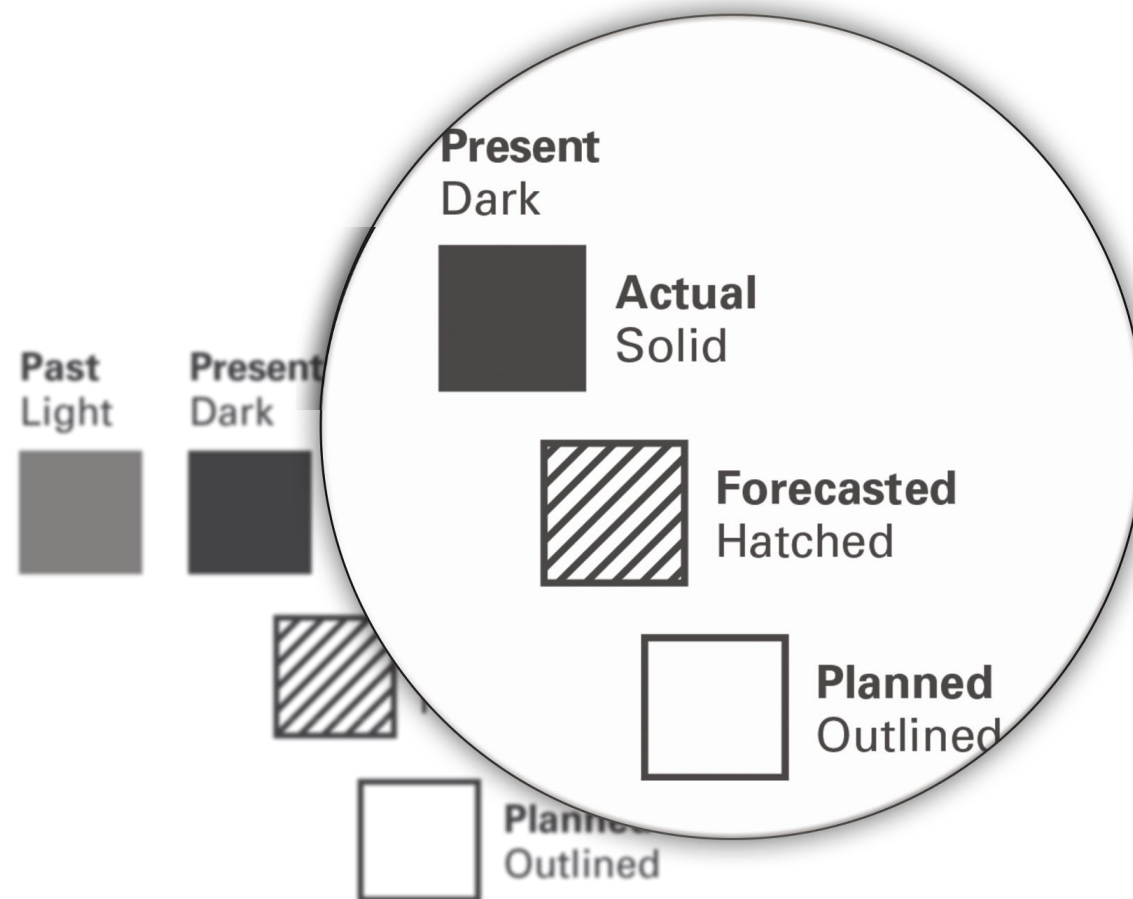
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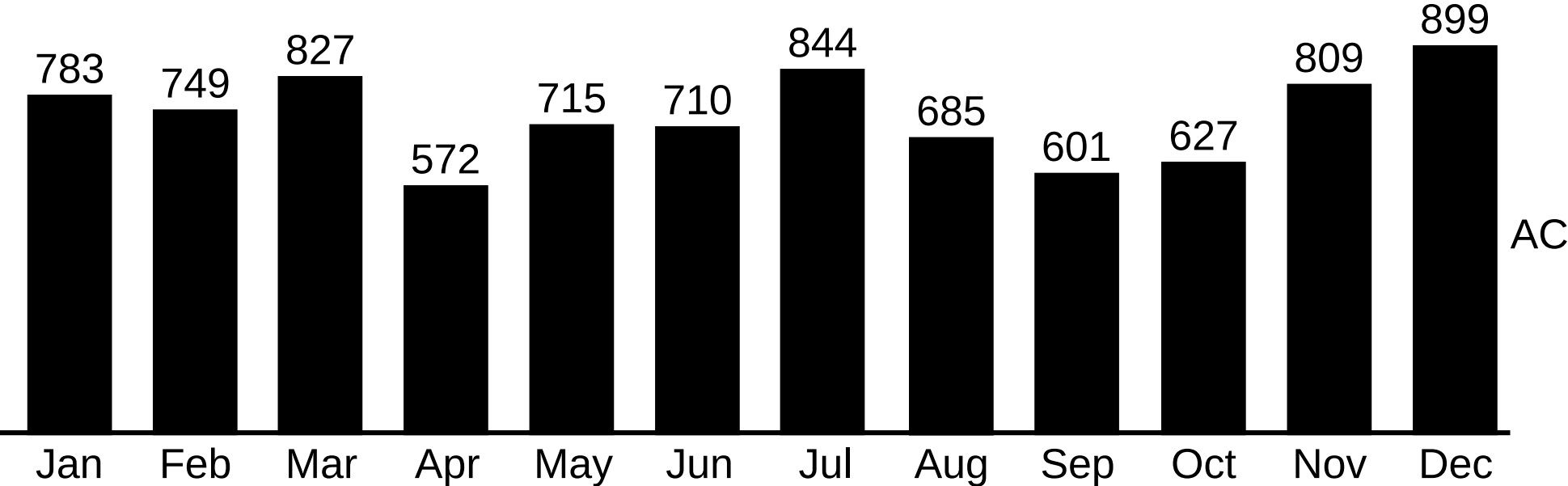


5 Scenarios shall be identified by fill patterns.



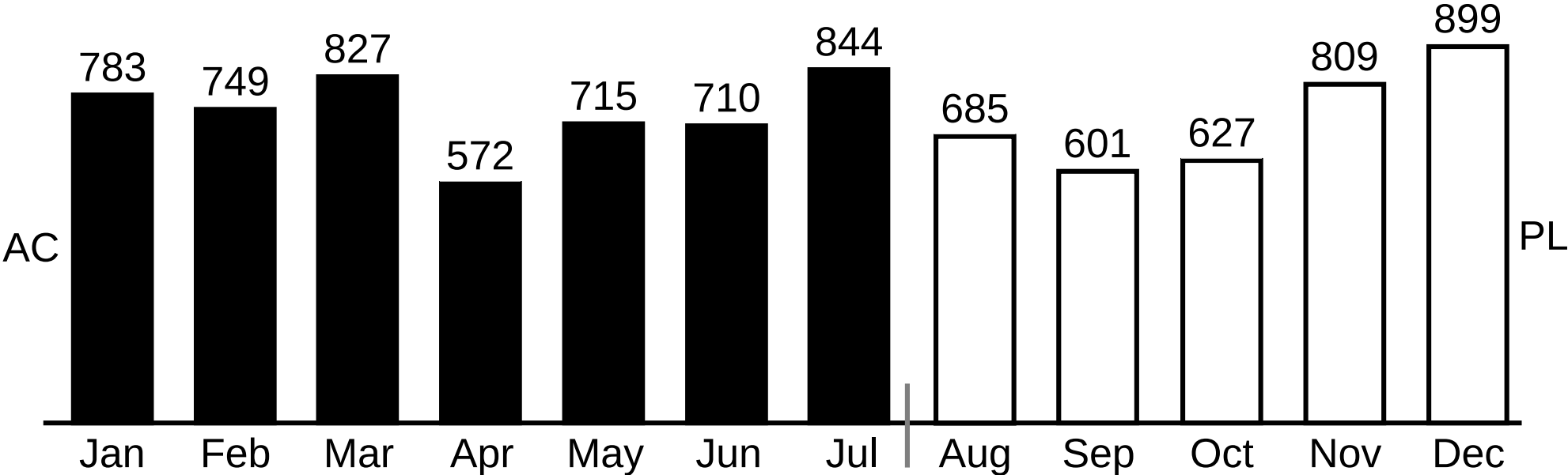
Alpha Corporation
Net sales in mUSD
2023

Example



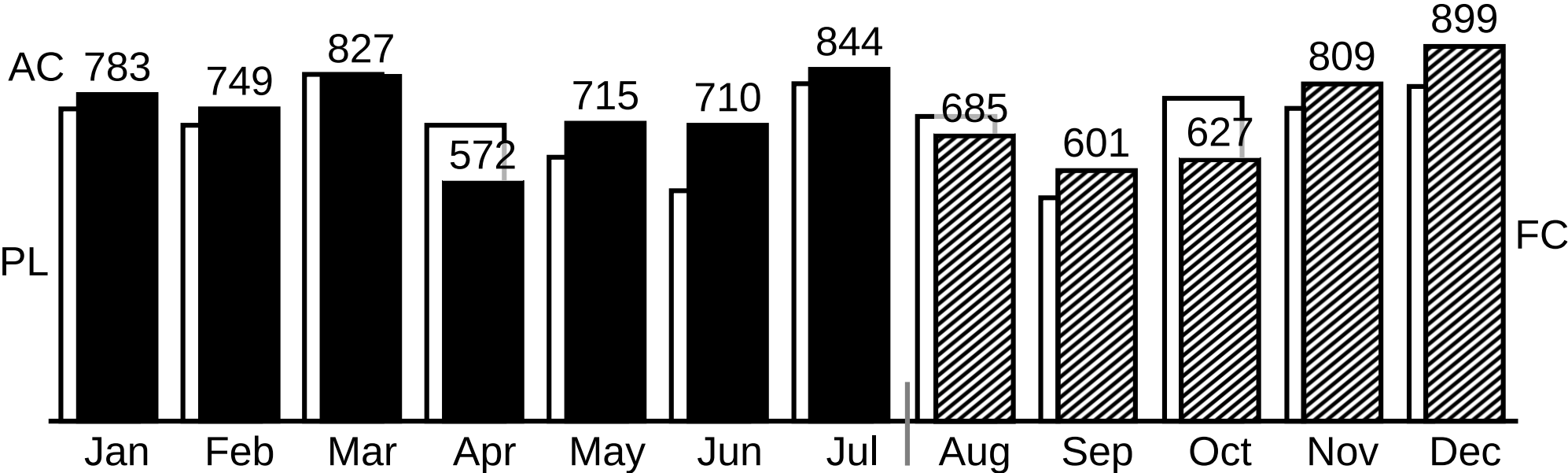
Alpha Corporation
Net sales in mUSD
2023

Example



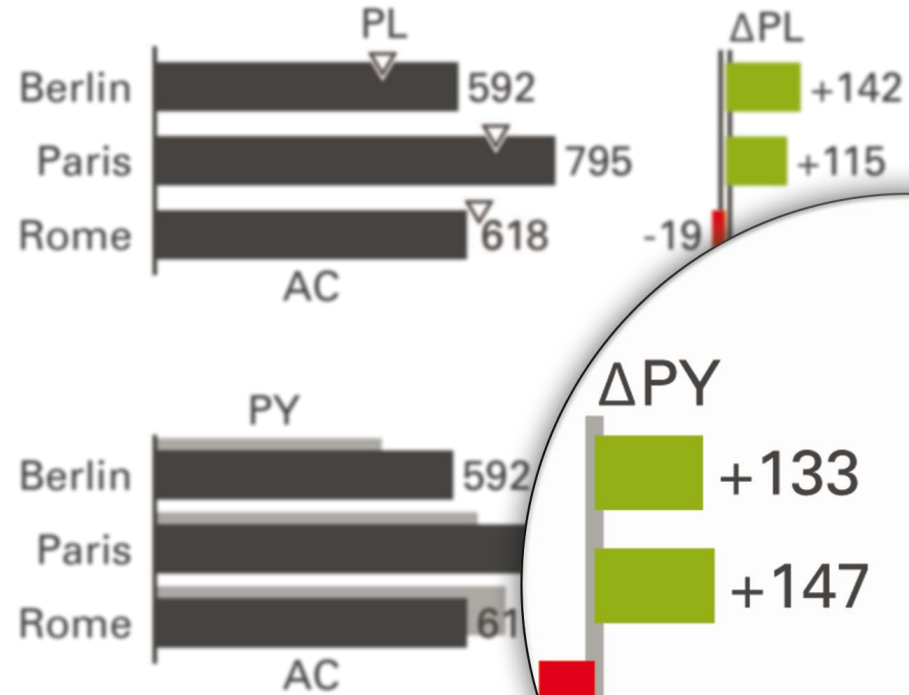
Alpha Corporation
Net sales in mUSD
2023

Example



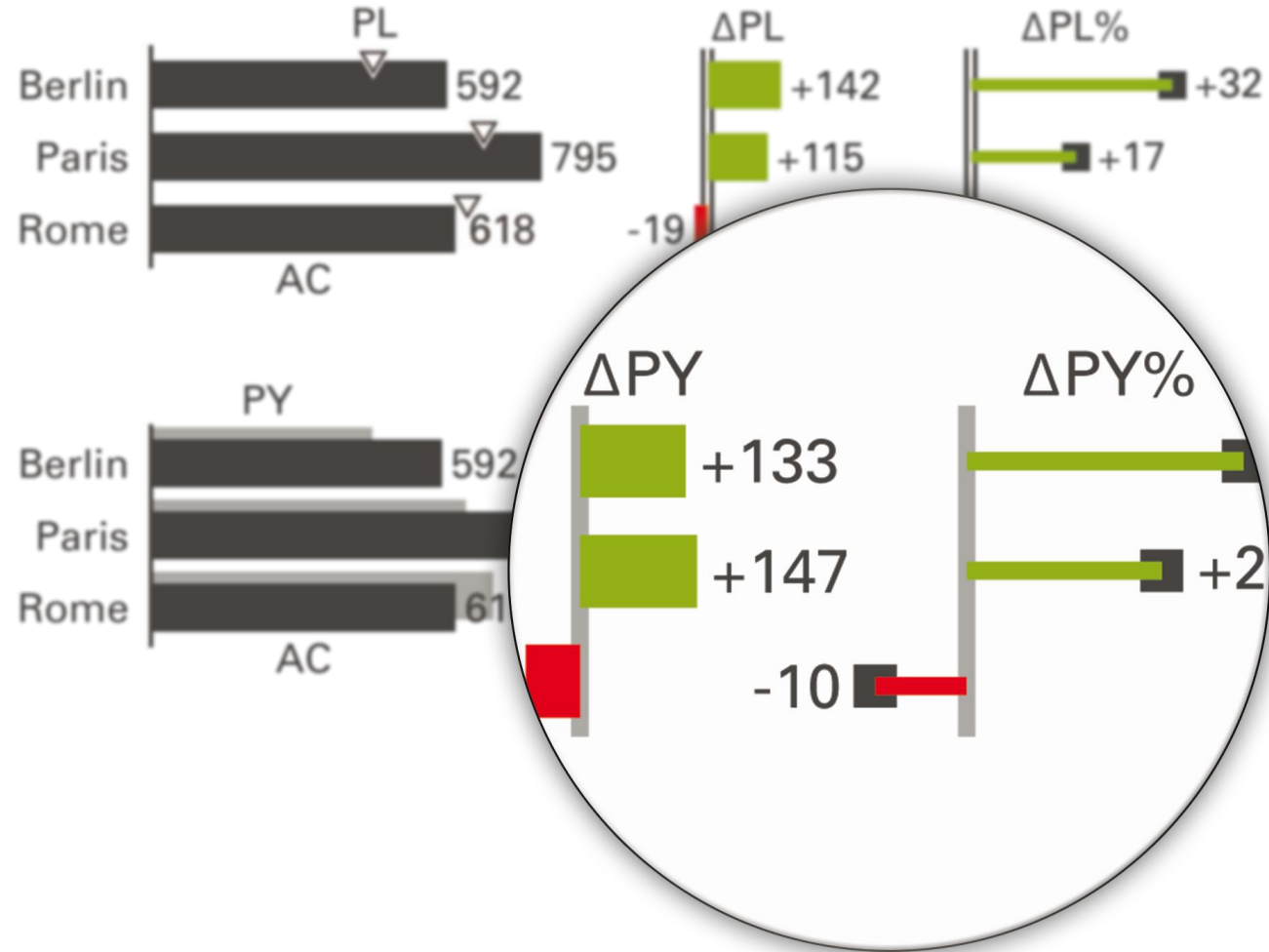
6

Good and bad variances shall be highlighted with green and red color.



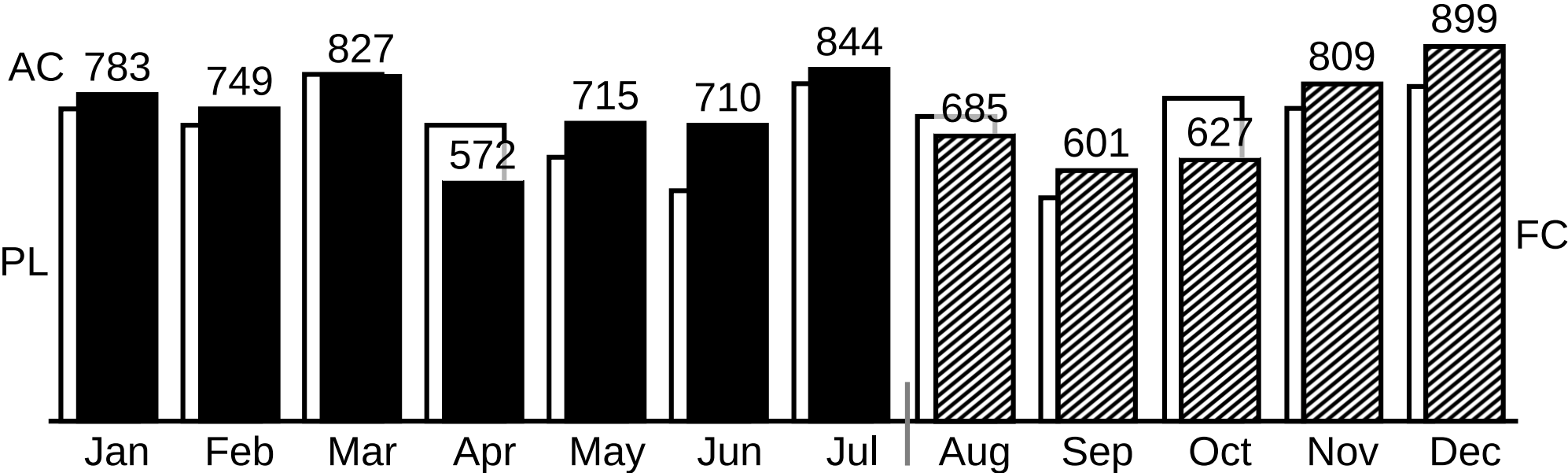
6

Good and bad variances shall be highlighted with green and red color.
Relative variances shall be indicated by pins.



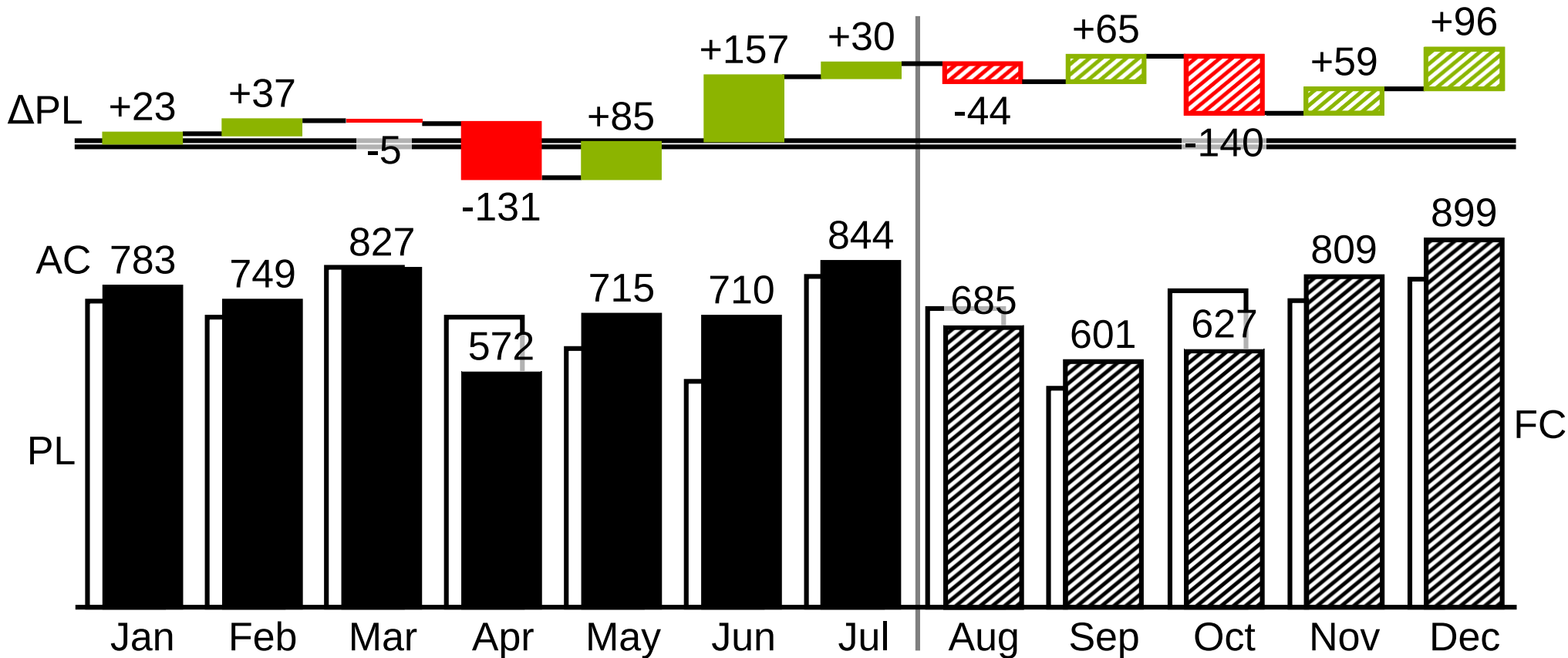
Alpha Corporation
Net sales in mUSD
2023

Example



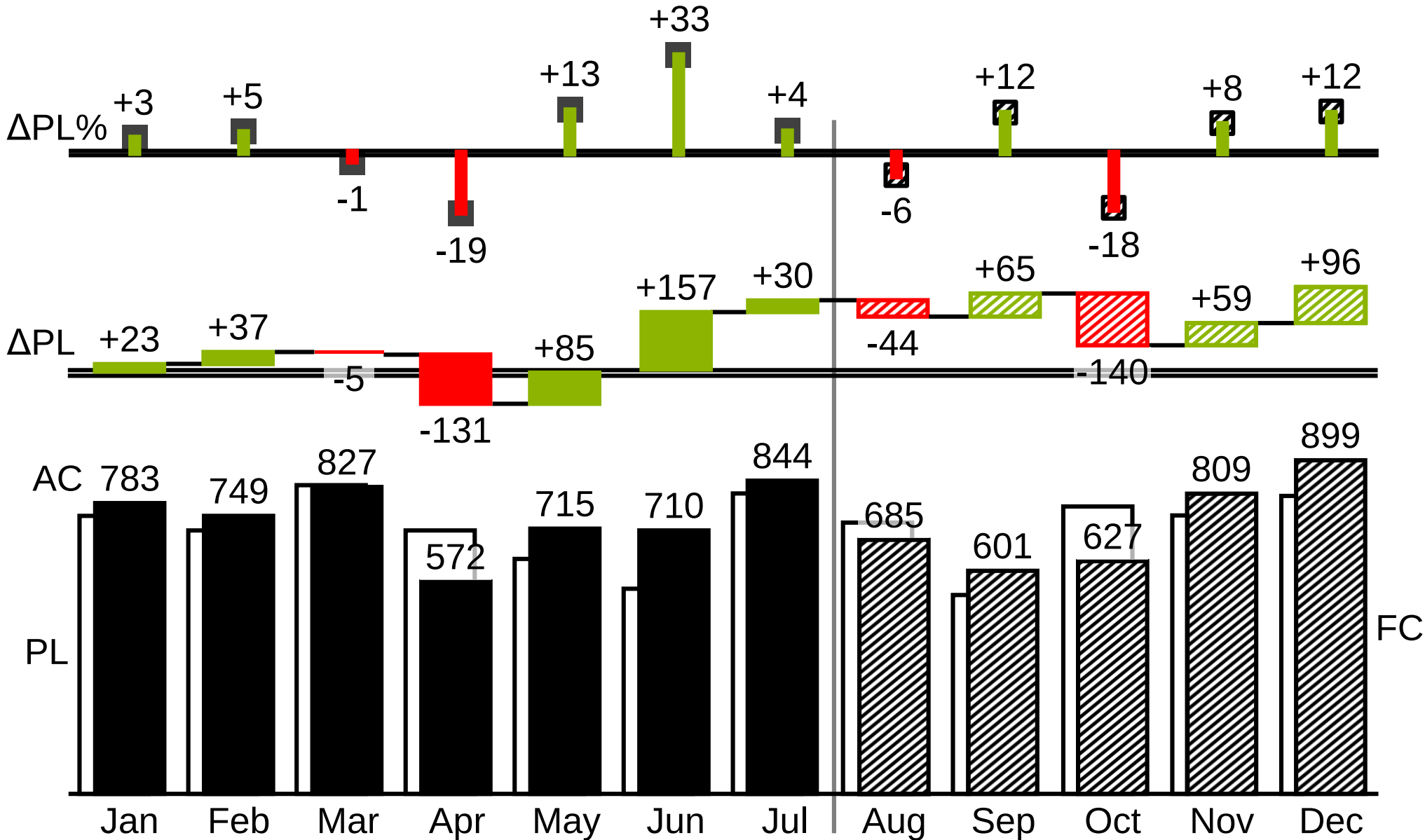
Alpha Corporation
Net sales in mUSD
2023

Example



Alpha Corporation
Net sales in mUSD
2023

Example

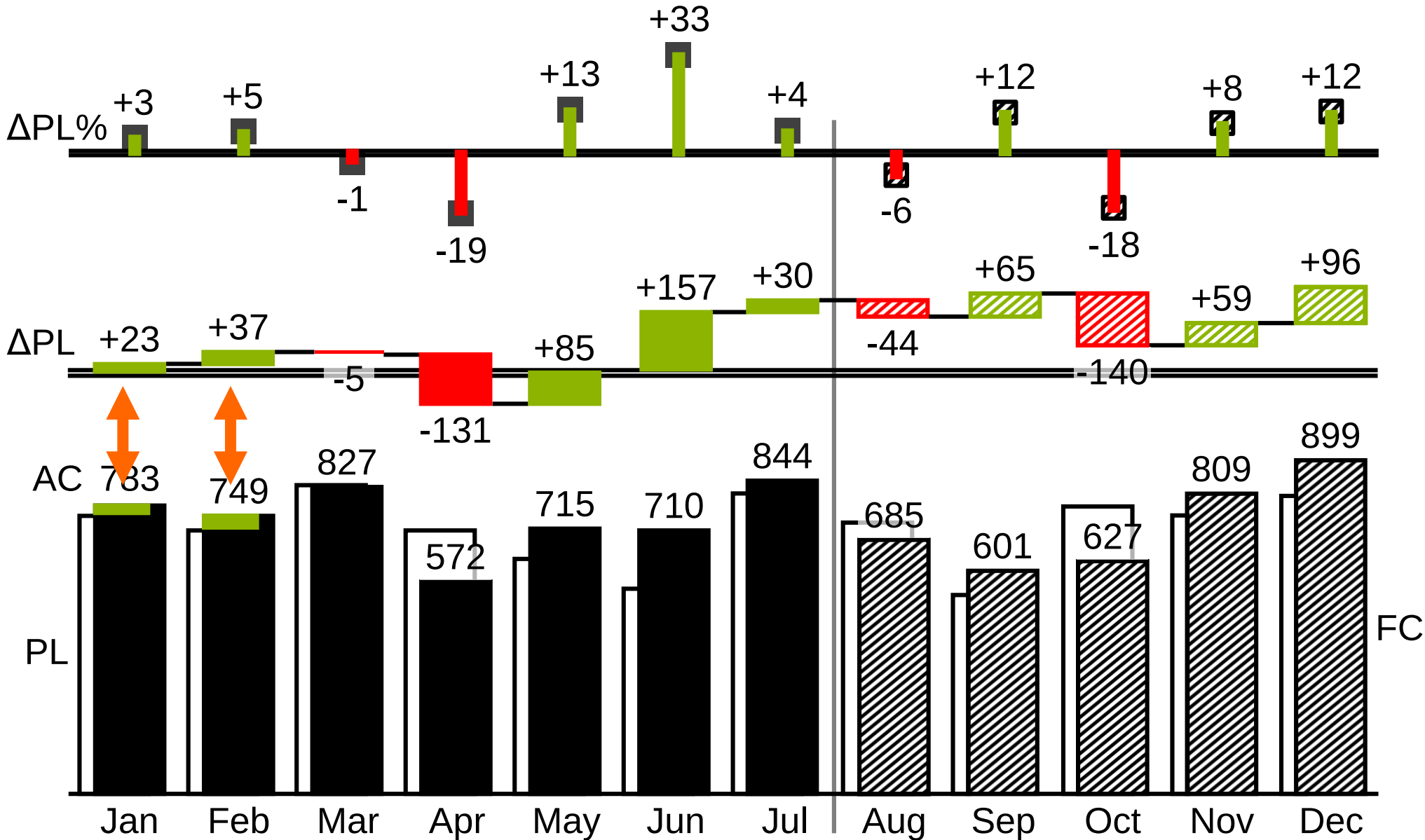


7

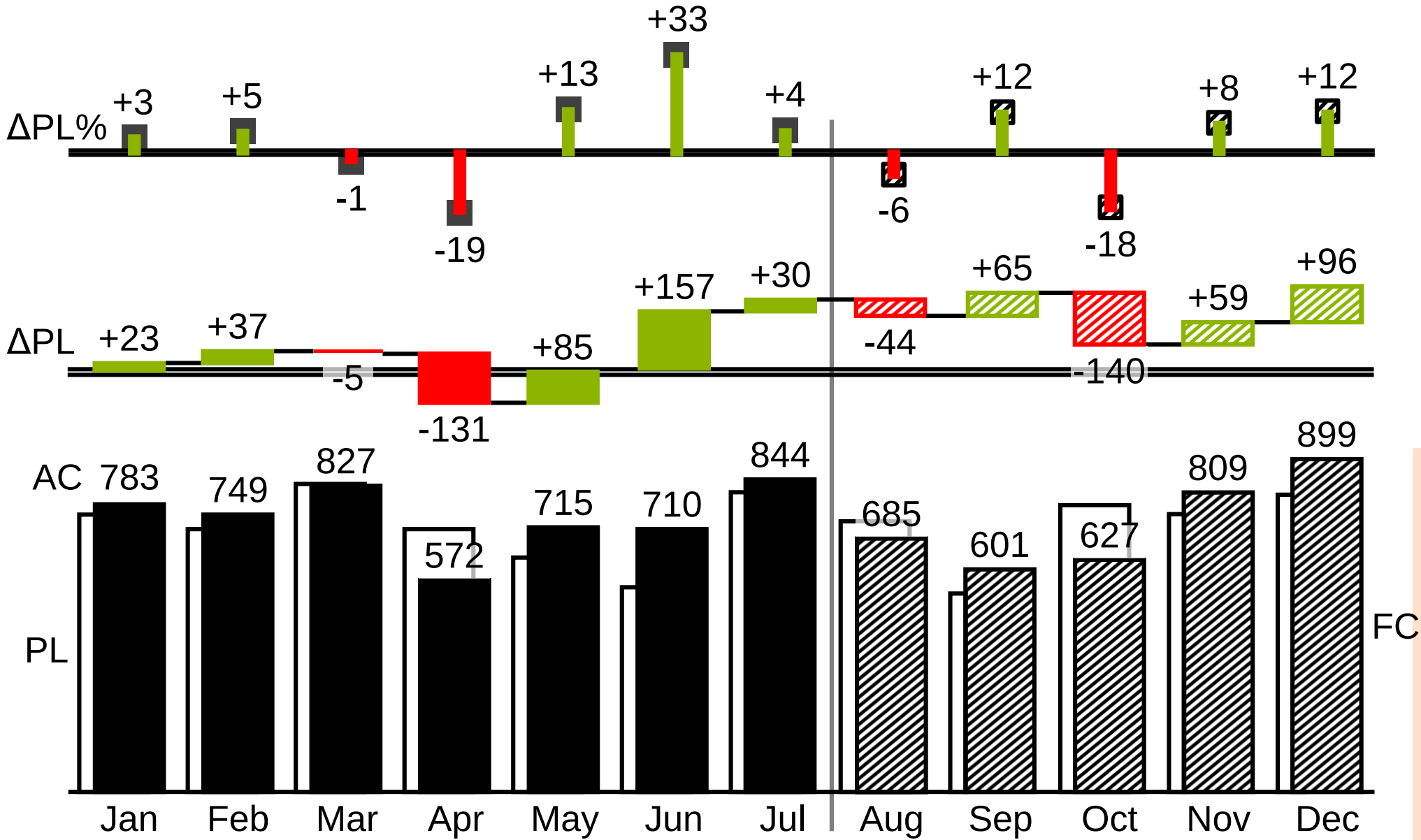
Same measurement units visible at a glance shall be scaled identically.
If not possible, a scale band shall indicate the relation between the different scales.



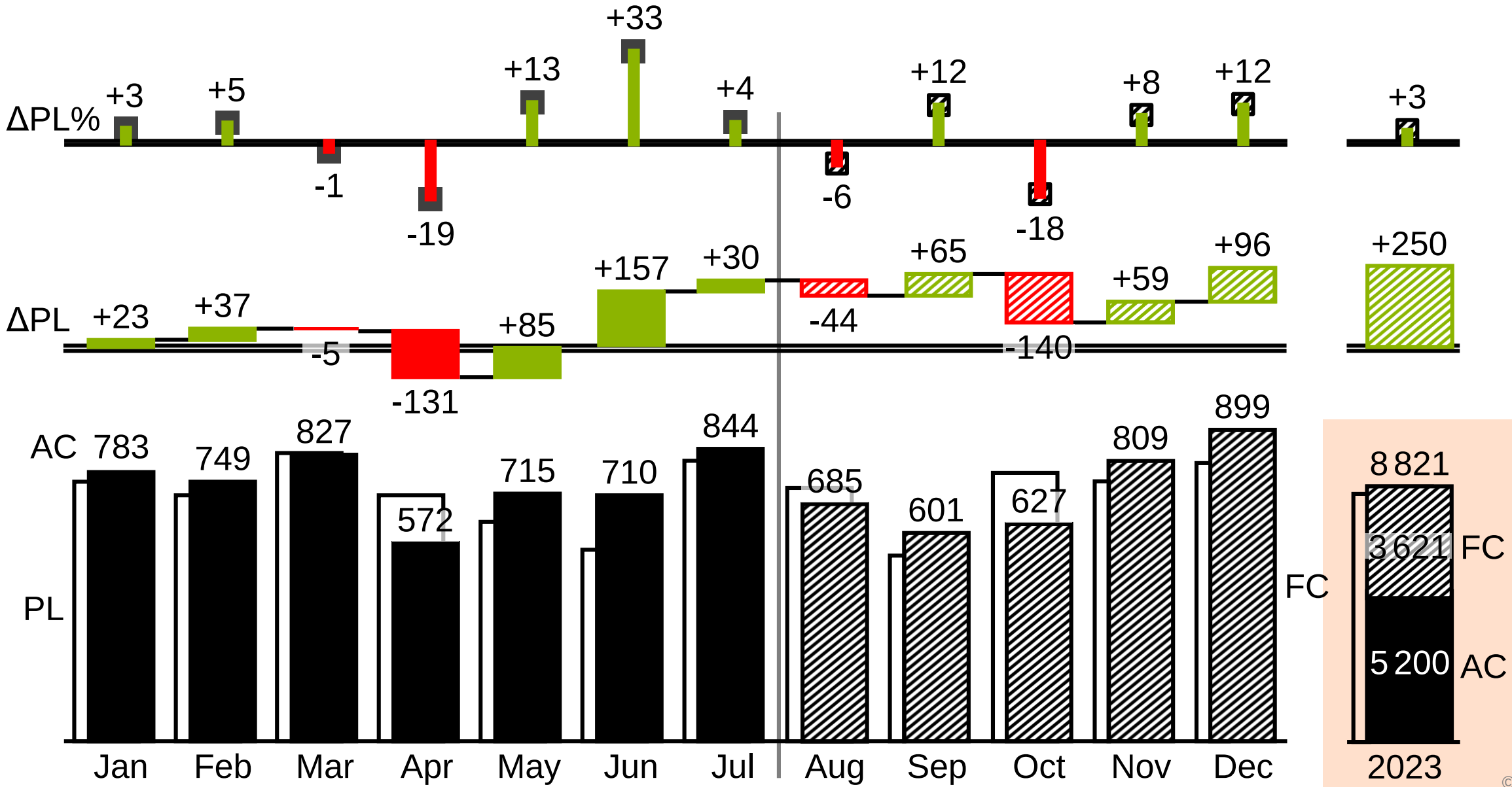
Alpha Corporation
Net sales in mUSD
2023



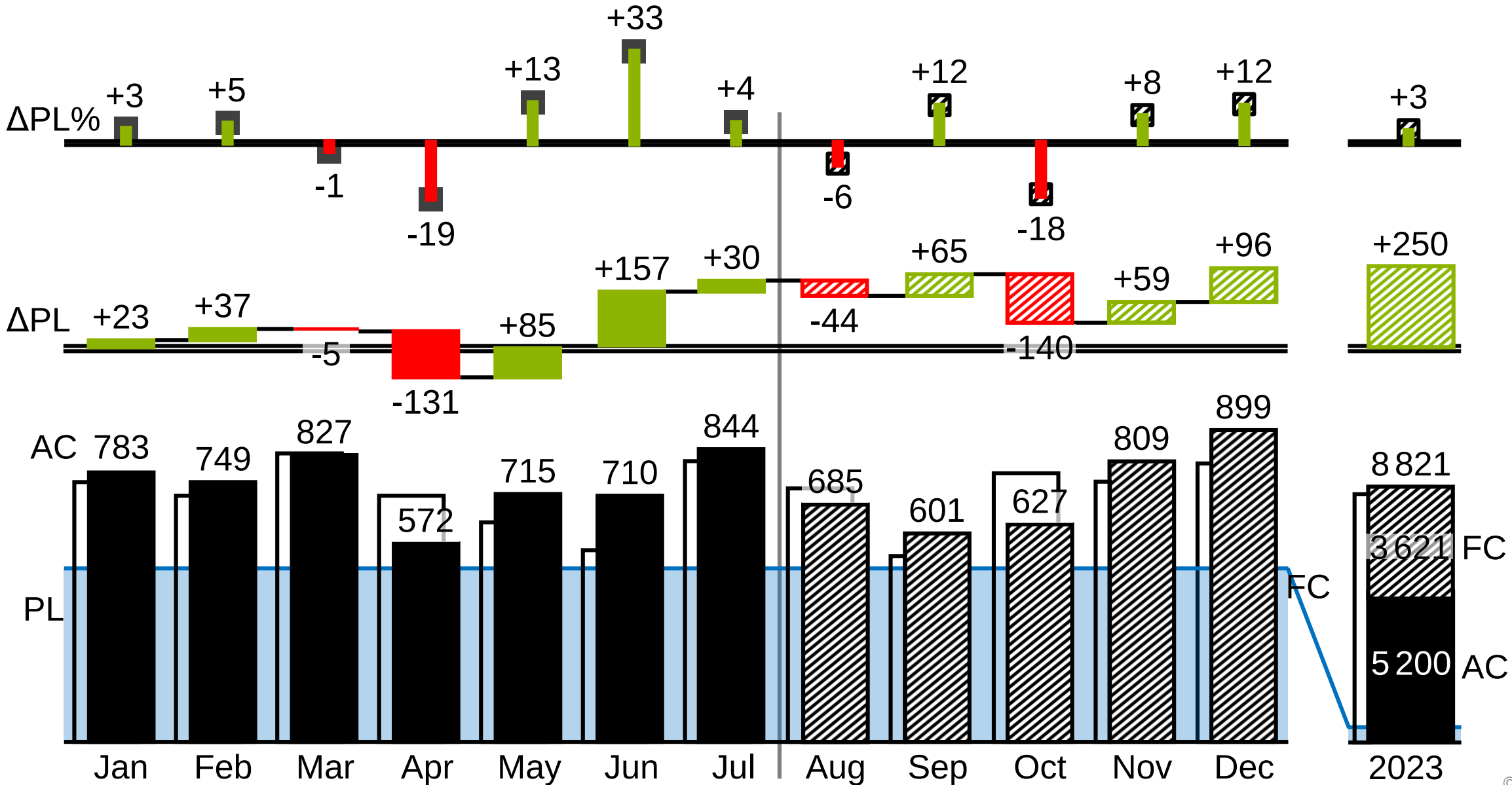
Alpha Corporation
Net sales in mUSD
2023

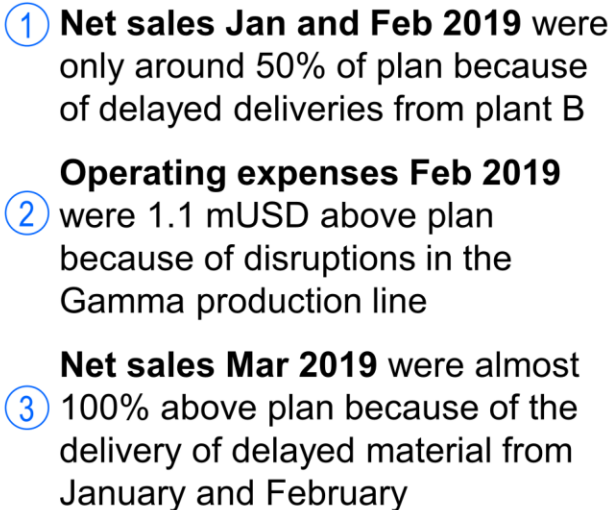


Alpha Corporation
Net sales in mUSD
2023

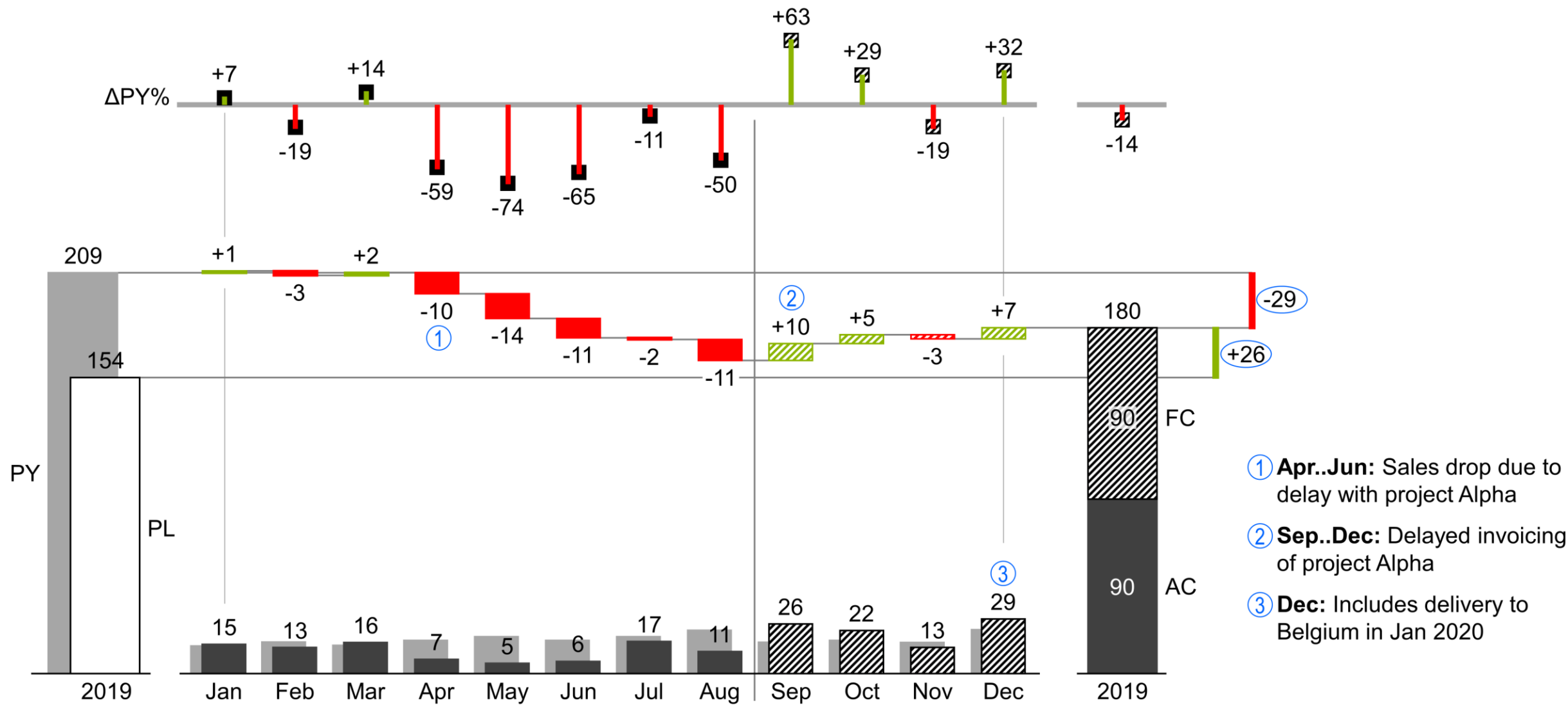


Alpha Corporation
Net sales in mUSD
2023





Engineering Corporation
Net sales in mUSD
2019 PY, AC and FC



SoftMechanics International Corporation
Income statement in mUSD
 2019

		AC						
	PY	Q1	Q2	Q3	Q4	2019	ΔPY	ΔPY%
+ Software revenue	265	63	72	68	75	278	+13	+4.9
+ Services revenue	87	21	19	25	25	90	+3	+3.4
+ Hardware revenue	121	28	32	35	33	128	+7	+5.8
= Total revenue	473	112	123	128	133	496	+23	+4.9
+ Other income	33	6	8	6		27	-6	-18.2
- Cost of sales	122	29	33	34	32	128	+6	+4.9
= Gross profit	384	89	98	100	108	395	+11	+2.9
- Personnel costs	78	22	22	23	24	91	① +13	+16.7
- Amortizations	97	23	25	26	18	102	+5	+5.2
- Other costs	11	2	3	2	3	10	-1	-9,1
= Operating income	198	42	48	49	53	192	-6	-3.0
+ Finance income						25	+19	+316.7
= Income before income tax	204					217	+13	+6.4
- Provision for income tax	22					25	+3	+13.6
= Net income	182					192	+10	+5.5

① **Personnel costs:** 80 percent of this 13 mUSD growth comes from the new partner model

Beta Corp, 25 locations of Central Europe

Net profit in mEUR, absolute variance from location average (Ø)

2007..2016 AC, 2017..2018 PL





PR Consolidated

PRGRT & LOSS mEUR

	PYA	CYB	CYA	ΔPYA	ΔCYB
Total Revenue	15.0	3.0	33.4	+18.4	+20.4
Service Revenue	15.5	2.2	81.2	+65.7	+59.0
Other Revenue	12.6	4.9	20.7	+18.1	+17.8
Total Revenue	43.1	10.1	187.3	+144.2	+97.1
Material Costs	39.3	2.4	53.3	+27.0	+50.9
Direct Labor	36.2	4.9	39.8	+22.0	+34.0
Contribution Margin	75.7	17.4	189.4	+123.8	+182.0
Material Costs	12.8	2.1	80.5	+67.7	+75.3
Direct Labor	16.0	3.9	80.4	+63.4	+56.5
Other Operational Costs	12.5	3.3	40.5	+38.0	+36.3
Other Operational Expenses	12.2	2.0	41.0	+28.8	+28.0
Operating Profit	14.6	4.1	10.6	+31.0	+38.9
Profit before taxes	129.0	32.9	456.8	+327.7	+423.9
Headquarter Costs	12.8	2.9	41.8	+28.9	+38.9
Headquarter Profit	12.0	2.8	81.0	+69.0	+50.2
Net Profit	12.0	1.3	22.5	+10.2	+21.2
Reconciliation to net profit	11.5	0.0	44.3	+32.8	+44.3
Adjusted Profit	10.5	2.6	13.4	+2.9	+10.8
Reconciliation to net income	13.1	3.5	17.9	+4.8	+13.6
Net Income	12.4	1.6	17.8	+5.0	+16.8

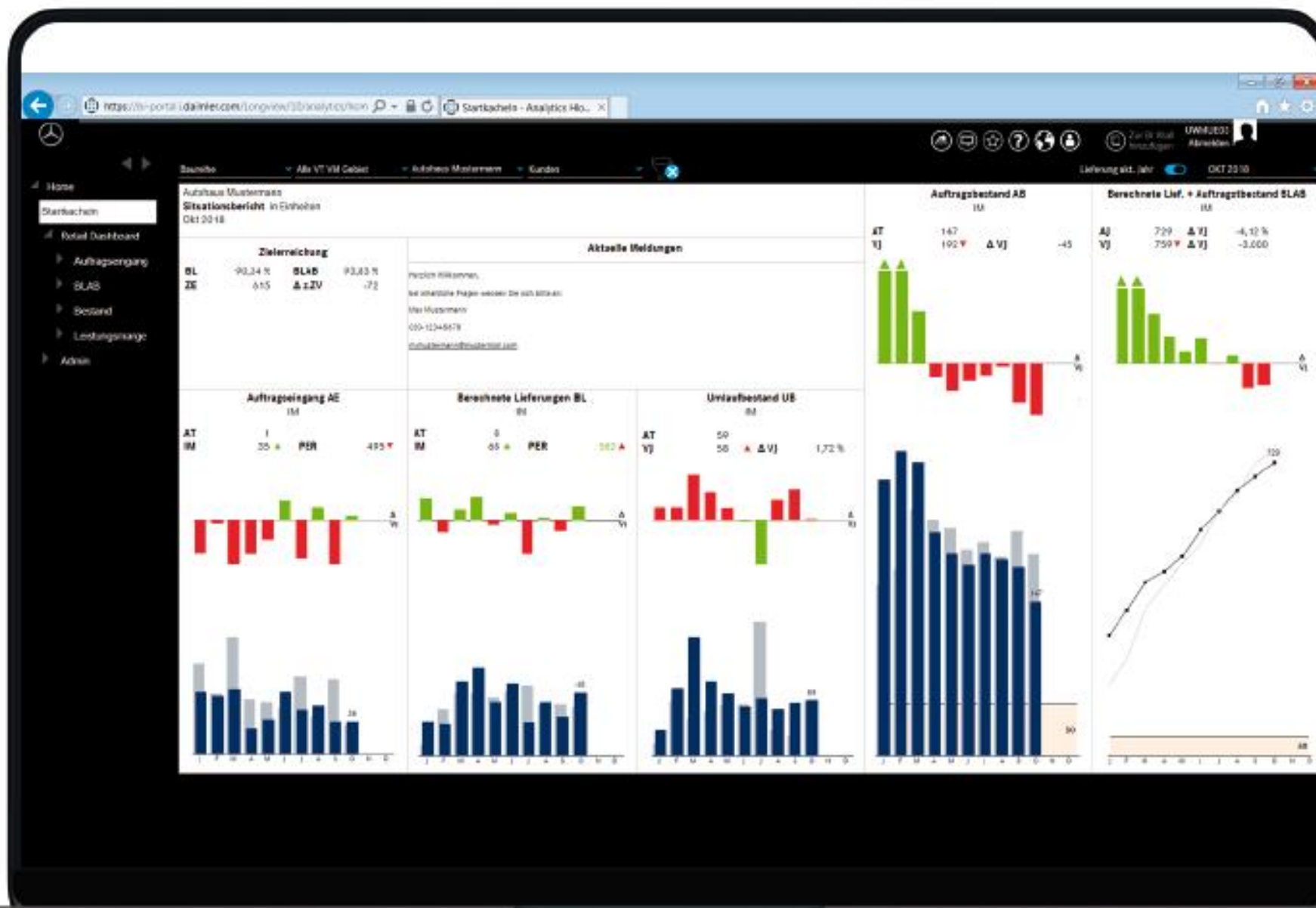
Executive Summary

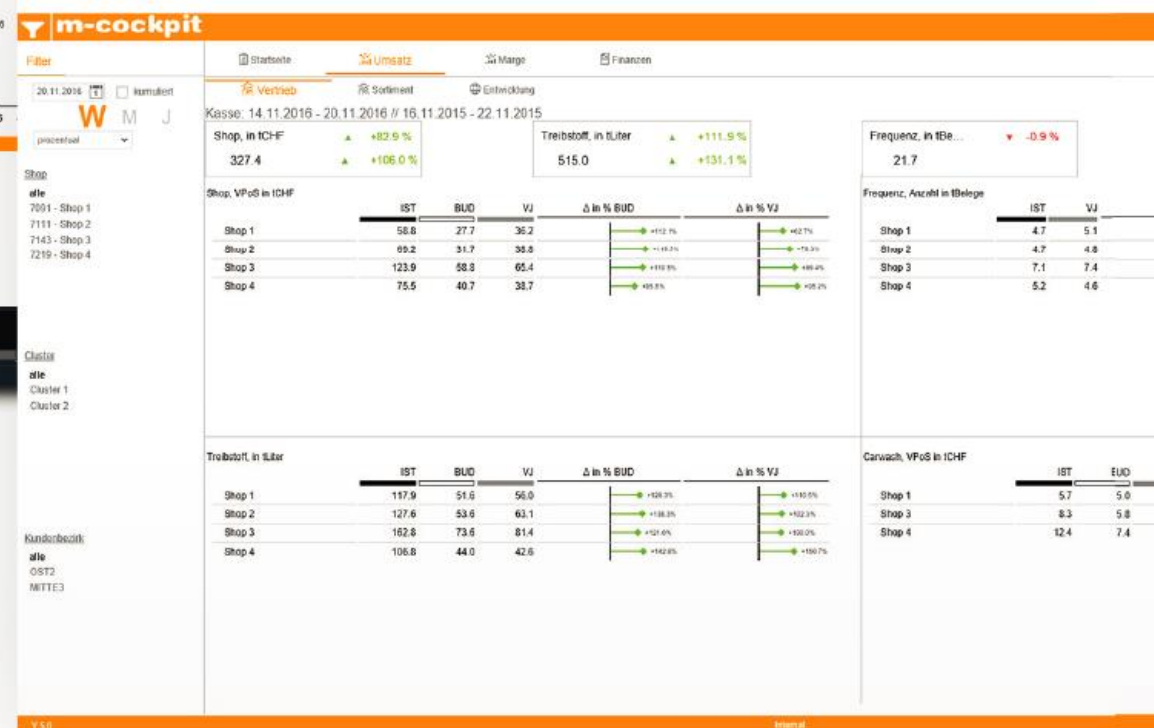
FINANCIALS mEUR

	PYA	CYB	CYA	Δ PYA%	Δ CYB%
Revenue	6.5	5.0	100.5	+1,445.7%	+1,910.4%
Contribution Margin	10.3	19.1	153.2	+1,106.4%	+1,214.0%
Net Profit	0.6	2.0	38.5	+6,080.0%	+1,357.0%
Adjusted Profit	0.6	2.0	42.0	+6,700.0%	+2,016.4%

STATISTICS in k

	PYA	CYB	CYA	Δ PYA%	Δ CYB%
Mails	0	0	0	+13.2%	+0.0%
Flights	0	0	0	+6.8%	+5.2%





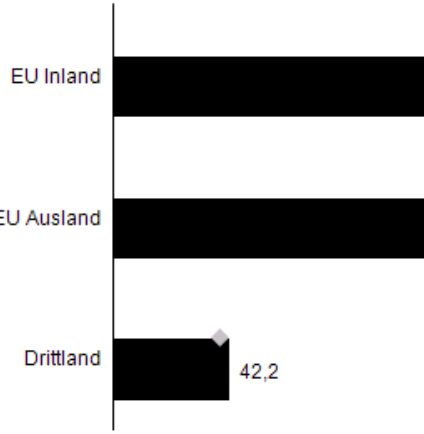
01 Schuhe IST vs. Soll in Mio EUR

	IST	VJ	ΔVJ
Produkt	7.733	7.920	-186
Materialkosten	324,5	330,6	-6,1
Herstellkosten	44,4	44,8	-0,4
Vertriebskosten	280,1	285,7	-5,7
Werbungskosten	16,5	18,2	-1,7
Werbung	143,6	148,7	-5,1
Marketing	120,0	118,9	+1,1
Forschung und Entwicklung	33,7	32,0	+1,7
SG	86,3	86,9	-0,6
SGP/Produkt	11,16	10,97	

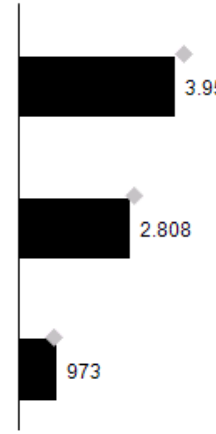
01 Schuhe IST vs. Soll in Mio EUR

	IST	VJ	ΔVJ
Produkt	3.146	3.511	-365
Materialkosten	125,9	141,7	-15,8
Herstellkosten	29,4	32,8	-3,4
Vertriebskosten	96,5	108,9	-12,4
Werbungskosten	0,0	0,0	+0,0
Werbung	52,9	60,6	-7,7
Marketing	43,6	48,3	-4,7
Forschung und Entwicklung	12,3	13,3	-0,9
SG	31,2	35,0	-3,8
SGP/Produkt	9,92	9,98	

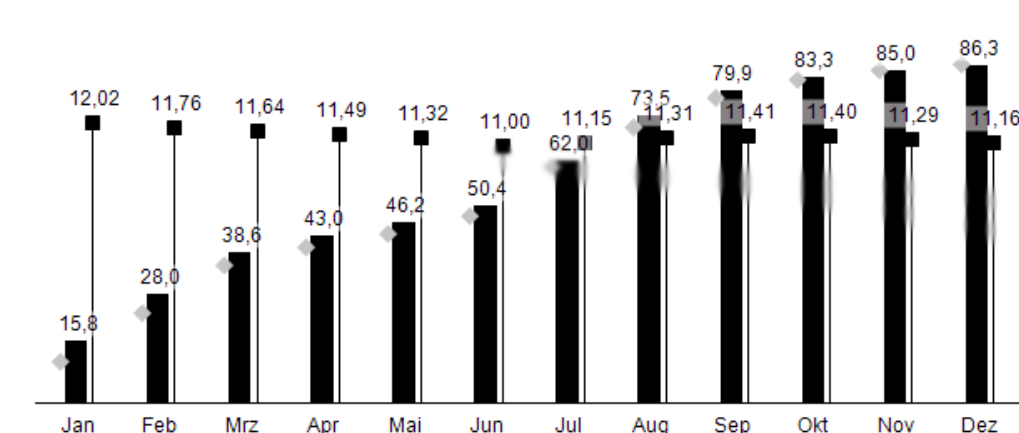
01 Schuhe IST vs. Soll in Mio EUR nach Regionen



01 Schuhe IST vs. Soll in Mio EUR



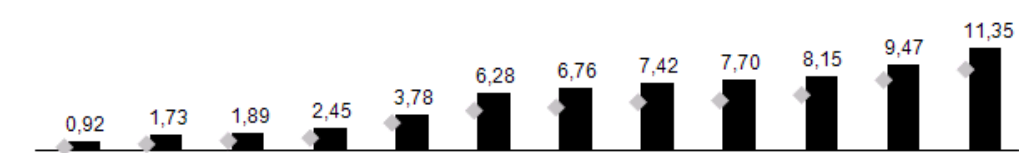
01 Schuhe IST vs. Soll in Mio EUR nach Monaten



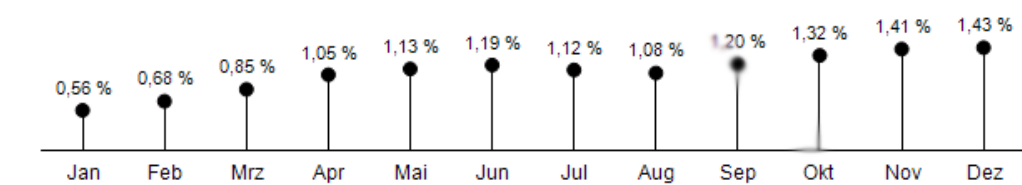
01 Schuhe IST vs. Soll in Mio EUR nach Regionen



01 Schuhe IST vs. Soll in Mio EUR



01 Schuhe IST vs. Soll in Mio EUR



01 Schuhe IST vs. Soll in Mio EUR

01 Schuhe IST vs. Soll in Mio EUR

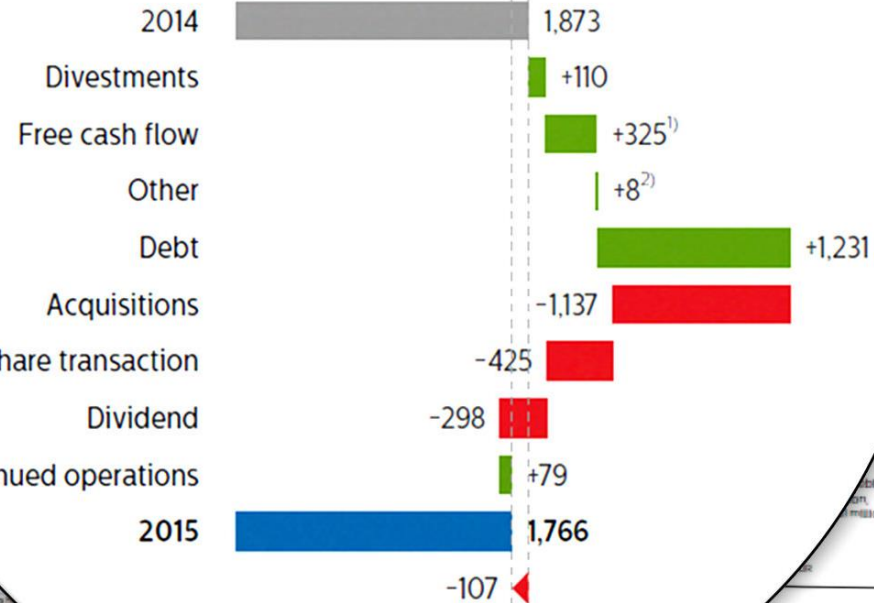


Ergebnis des laufenden Betriebes (in Tsd.)

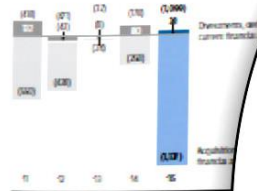
ausgewählte Finanzpositionen	VJG	PLG	HRH	HRH - VJG
1a1) Ärzte	69 935	68 504	72 287	+2 353
1a2) Pflege	120 040	123 541	125 334	+5 294
1a3) Verwaltung	41 078	42 314	41 541	+463
1a4) Koll. Führung	7 148	8 669	7 365	+217
1a) All. Personalaufw.	238 200	243 027	246 527	+8 327
1..) Sonst. Personalaufw.	12 986	14 027	13 822	+836
1 Personalaufwand	251 186	257 054	260 349	+9 163
3a) Apotheke	27 048	26 967	31 559	+4 511
3b) sonstiger a. med. Sa.	33 058	33 227	34 336	+1 278
3d) Instandhaltung	3 065	4 494	4 601	+1 536
3e) + 3c) sonst. a. nm. Sa. + IT	21 684	21 489	22 667	+983
3f) Handelswaren	9 086	9 255	8 982	-104
3 Sachaufwand	93 941	95 432	102 145	+8 203
00 Sonstiger Aufwand	28 095	32 347	33 515	+5 419
Betrieblicher Aufwand	373 222	384 833	396 008	+22 786
14a) LKF-Einnahmen	183 461	174 516	177 746	-5 714
14b) Pflegegebühren SKL	4 829	4 788	4 847	+18
14c) Behandlungsgebühren	9 084	10 100	10 250	+1 166
14d) Sonstige Einnahmen	8 289	7 708	8 408	+119
14 Einnahmen f. stat. Pat.	205 662	197 112	201 251	-4 411
15a) LKF-Einnahmen	43 193	50 273	54 750	+11 557
15b) Sonstige Einnahmen	6 933	6 663	7 153	+220
15 Einnahmen f. amb. Pat.	50 126	56 936	61 903	+11 777
16 Einnahmen f. Lei. a. D.	10 764	10 590	10 701	-64
00 Sonstige Einnahmen	109 391	120 195	121 064	+11 673
Betriebliche Einnahmen	375 943	384 833	394 918	+18 975
34 Ergebnis d. l. Betriebes	2 721		-1 090	-3 811



Group balance movements in millions of EUR



Philips Group
Cash flow from acquisitions and financial assets,
divestments and derivatives in millions of EUR
2011 - 2015



Acquisitions and non-current financial assets

The net cash impact of acquisitions of non-current financial assets in 2015 was 1,137 million. There was a EUR 1,116 million acquisition of businesses, mainly related to the acquisition of Volcano and a EUR 21 million acquisition of non-current financial assets.

The net cash impact of acquisitions of non-current financial assets in 2014, was a EUR 258 million. There was a EUR 177 million outflow from acquisitions of businesses mainly related to the acquisition of a 51% interest in the General Electric Company (GLC) in the Kingdom of Saudi Arabia, EUR 81 million outflow for non-current financial assets, mainly in the form of a EUR 60 million loan to TP Technology Limited.

Divestments, derivatives and current financial assets

Cash proceeds of EUR 110 million were received, mainly from the divestment of the Assemblon Holding B.V., the OEM remote control business and Axium Technologies LLC. Cash flows from derivatives and current financial assets led to a net cash outflow of EUR 72 million.

In 2014, cash proceeds of EUR 87 million were received, mainly from the divestment of the Shakespeare business and the sale of shares in Nausoft. Cash flows from derivatives and current financial assets led to a net cash outflow of EUR 7 million.

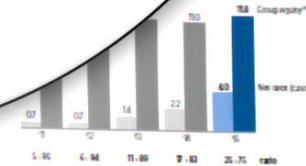
Cash flows from financing activities

Net cash provided by financing activities in 2015 was EUR 508 million. Philips shareholders were given EUR 730 million in the form of a dividend, of which the cash portion of the dividend amounted to EUR 298 million. The net impact of changes in debt was an increase of EUR 1,231 million. Additionally, net cash outflows for share buy-back and share delivery totaled EUR 425 million.

Assets	
Other assets	
Receivables	
Prepayments	
Liabilities directly associated with assets held for sale	
Other liabilities	
Net asset employed	
Cash and cash equivalents	2,802
Debt	(3,901)
Net debt	(1,099)
Non-controlling interests	(12)
Shareholders' equity	(7,216)
Financing	(1,042)

* Please refer to section 10, consolidated balance sheet, of the annual report.

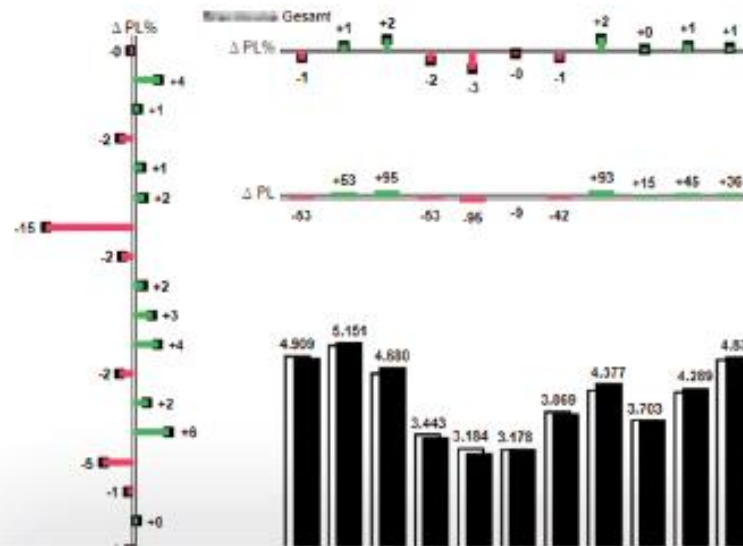
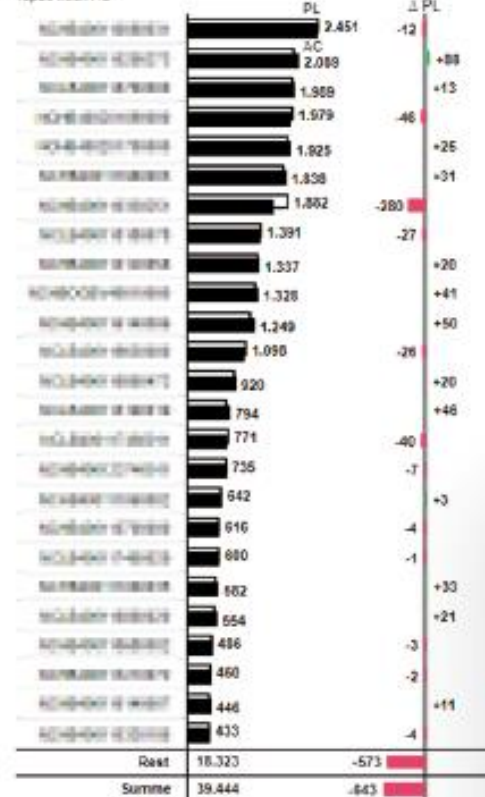
Philips expects the financing in 2016 to be broadly in line with 2015.



* For a reconciliation to the most directly comparable cash measures, see chapter 10, reconciliation of non-cash information of the annual report.

* Shareholders' equity and non-controlling interests.

Top25 nach AC



Open Grid Europe Top25 nach AC
Verbrauchsmengen in GWh
_2018-Nov

	PL	PV	AC	Δ PV	Δ PV %
AC 1	2.008	2.051	2.787	+727	+36
AC 2	3.445	2.199	2.699	-487	-23
AC 3	2.451	2.609	2.439	-371	-13
AC 4	2.061	2.441	2.089	-162	-8
AC 5	1.979	2.112	1.989	-122	-6
AC 6	1.909	2.355	1.934	-425	-19
AC 7	1.060	2.680	1.025	-755	-28
AC 8	1.867	1.809	1.838	-12	-1
AC 9	1.882	1.718	1.603	-115	-6
AC 10	1.361	1.399	1.363	-35	-3
AC 11	1.316	1.556	1.337	-219	-14
AC 12	1.287	1.305	1.228	+22	+2
AC 13	1.188	1.439	1.248	-191	-13
AC 14	963	855	1.228	+379	+43
AC 15	1.066	1.300	1.072	-228	-18
AC 16	960	955	926	-44	-5
AC 17	748	830	794	-36	-4
AC 18	771	708	736	-38	-5
AC 19	735	1.118	728	-399	-35
AC 20	642	683	645	-47	-1
AC 21	616	734	612	-122	-17
AC 22	600	622	598	-23	-4
AC 23	549	635	583	-23	-4
AC 24	532	555	554	-11	-3
AC 25	486	590	484	-78	-16
Rest	18.890	18.673	18.323	-159	-2
Summe	52.215	54.509	51.846	-2.752	-4

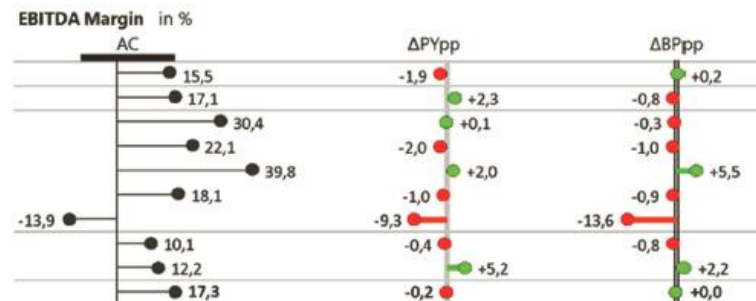
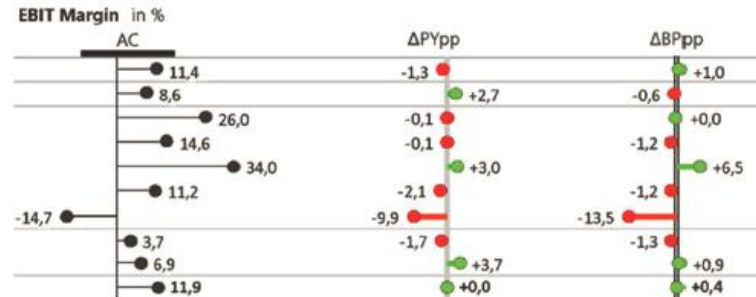
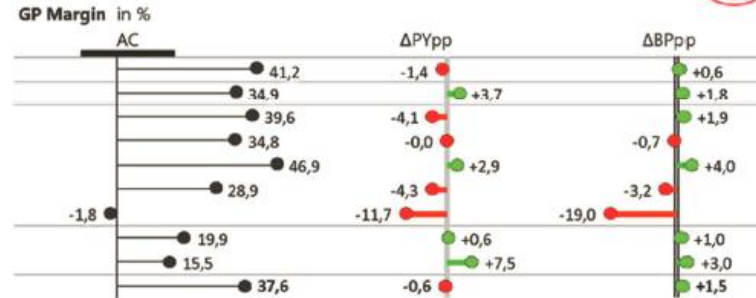
Consolidated net revenue ipsum dolor sit amet, consetetur sadipscing elitr sed diam nonumy eirmod

June 2020 YTD

Net Revenue in mio USD					
	AC	ΔPY	ΔBP	ΔPY%	ΔBP%
U4S	1.538,8	+15,0	-12,0	+1,0	-0,8
UKK	258,7	+9,7	-1,2	+3,9	-0,5
GFT	152,1	+5,3	+6,0	+3,6	+4,1
F3G	57,6	+3,7	-0,8	+6,9	-1,4
I8T	38,8	+3,1	+0,9	+8,6	+2,3
S1D	20,6	+1,7	+0,4	+8,8	+1,8
SS4	4,8	+0,9	+0,5	+23,9	+12,8
P7E	45,1	-2,2	-3,8	-4,7	-7,8
JVB	68,9	-5,6	-12,2	-7,5	-15,0
CONS	2.204,6	+31,7	-22,9	+1,5	-1,0

EBIT in mio USD					
	AC	ΔPY	ΔBP	ΔPY%	ΔBP%
U4S	175,9	-6,6	+13,8	-3,6	+8,5
UKK	22,2	+9,9	-1,6	+80,3	-6,7
GFT	39,5	+2,8	+1,6	+7,7	+4,2
F3G	8,4	+0,6	-0,8	+8,2	-9,1
I8T	13,2	+2,7	+2,8	+26,1	+26,5
S1D	2,3	-0,1	-0,2	-3,5	-8,4
SS4	-0,7	-0,5	-0,7	-284,1	-1326,5
P7E	1,7	-0,6	-0,8	-27,0	-31,4
JVB	4,8	+2,7	-0,1	+130,3	-3,0
CONS	266,2	+11,6	+13,7	+4,6	+5,4

EBITDA in mio USD					
	AC	ΔPY	ΔBP	ΔPY%	ΔBP%
U4S	239,1	-12,0	+0,8	-4,8	+0,3
UKK	44,2	+13,2	-2,3	+42,8	-4,9
GFT	46,3	+3,5	+1,4	+8,3	+3,2
F3G	12,7	-0,0	-0,8	-0,3	-5,9
I8T	15,4	+2,7	+2,4	+21,7	+18,7
S1D	3,7	+0,3	-0,1	+8,6	-3,3
SS4	-0,7	-0,5	-0,7	-275,1	-5007,7
P7E	4,5	+0,1	-0,8	+2,7	-14,9
JVB	8,4	+3,9	+0,3	+86,4	+3,4
CONS	375,0	+11,8	-0,1	+3,2	-0,0



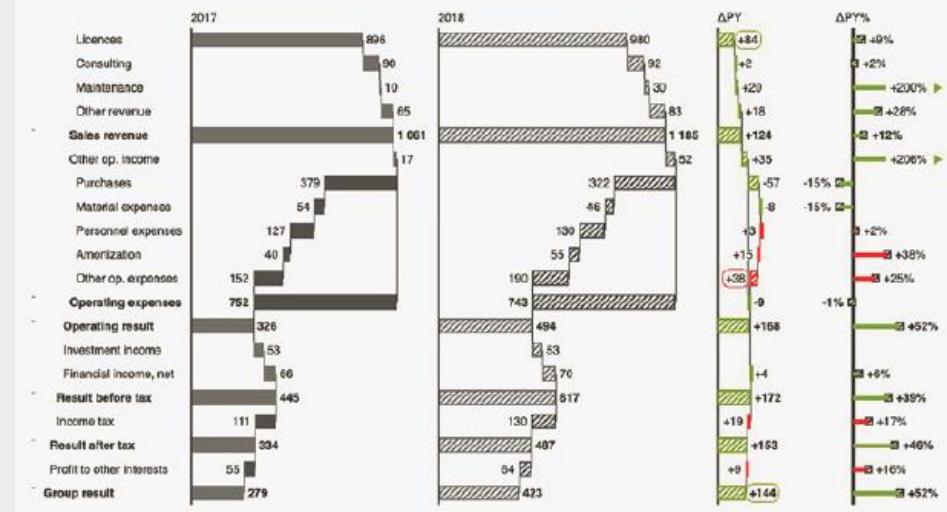
HEC Bridge - SAP Group Bridge

Q1 2017 - FY17

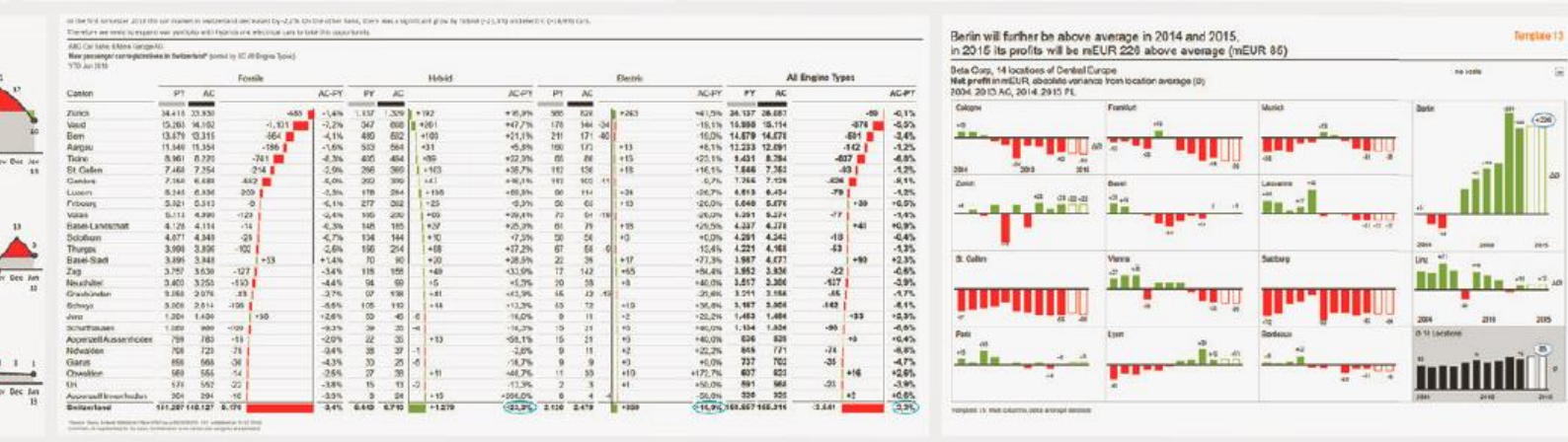
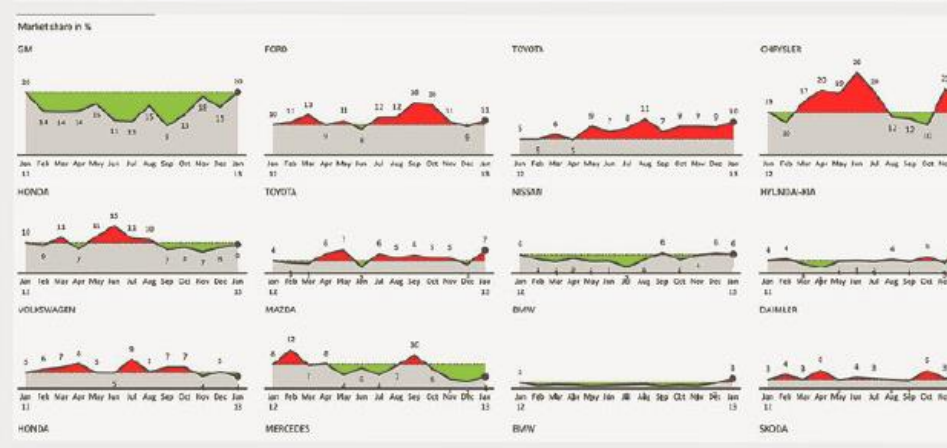
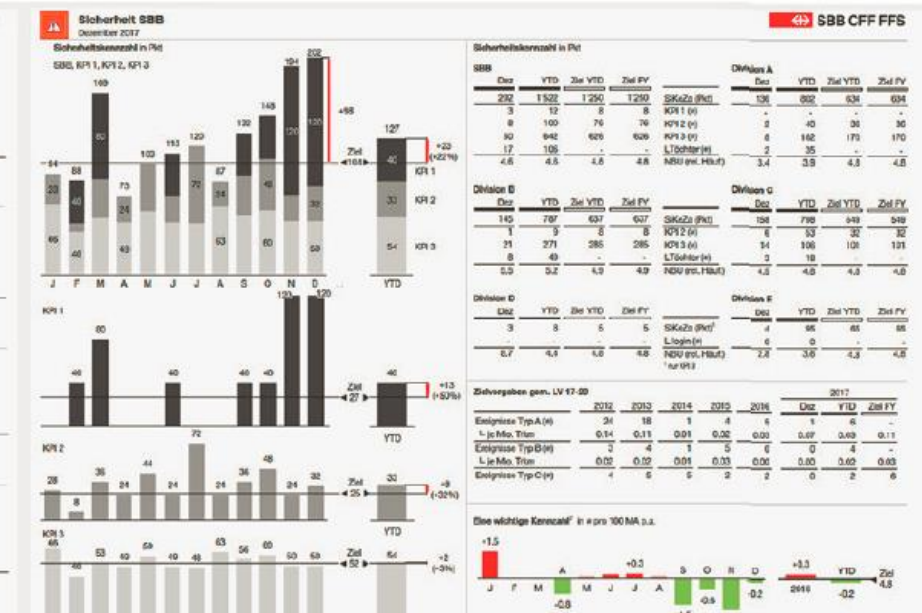


Compared to 2017, the higher operating expenses (mEUR +38) were mainly compensated by higher license sales (mEUR +84), leading to a higher result after tax (mEUR +144)

Software and Service Group
2017, 2018



Created with Chart.js Web



Lead with Flute

All Along

Words and Music by
REBECCA J. PICK &
MARK LANIER

Lead with Flute

all that is a consequence that cannot be ignored. You were there, making me to be... your
changing nature of my life were not left up to chance. Lead, I know you were working to... lead

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Allegro

Allegro

ΘΑΛΑΣΣΑΚΙ

ΘΑΛΑΣΣΑΚΙ

Piano-Conductor

Semper Paratus

Original U.S. Coast Guard March Song

Tempo di Marcia

Semper Paratus

嵐に消された記憶

Forgotten memory in the storm

嵐に消された記憶

SONATA No. 1

in G minor, Op. 101

JOHANN SEBASTIAN BACH

SONATA No. 1

SONATE

für das Pianoforte

LUDWIG VAN BEETHOVEN

Dem Erzhzog Rudolph gewidmet

Op. 111

Componiert im Januar 1822

Sonate N° 32

Sonate N° 32

Sonate N° 32

IBCS Certified Software

extensions²

ks quadrat

extensions²

graphomate .nl

graphomate

graphomate charts, matrix & bubbles



HI-CHART

hi-chart



Lumel Technologies

Inforiver Charts & Matrix 1.0

LONGVIEW

Longview

Longview Analytics

SAP Analytics Cloud

SAP

SAP Analytics Cloud

TRUE CHART

HighCoordination

TRUECHART

VITARA

Vitara

VitaraCharts

XL Cubed
by Fluence Technologies

XL Cubed

XL Cubed

zebra bi

Zebra BI

Zebra BI for Excel

zebra bi

Zebra BI

Zebra BI Visuals for Power BI

IBCS

- Report notation guidelines, since 2013
- Current version, [IBCS Version 1.2](#)
- Community driven, public consultation (10.000 members of IBCS Association)
- Adopted by many businesses and >12 analytic software vendors
- Published under Creative Commons (CC BY-SA)

ISO/TC 37 NWIP

- NWIP for a certifiable ISO international standard to be developed under ISO/TC37
- Proposed by DIN (Germany) and IPQ (Portugal) with IBCS Association as a formal A-Liaison
- NWIP [Pre-Expert Draft](#) available



A STANDARD NOTATION FOR BUSINESS REPORTS

PRE-EXPERT DRAFT

Q&A

- Is this initiative of interest to ISO/TC37?
- What are the next steps?

Resources for further information on benefits of a standardised report notation

Videos

- Explanatory video:

<https://youtu.be/VkCyNOioUQQ>

- Introductory lesson to video course “Solid, outlined, hatched”:

<https://ibcs.teachable.com/courses/solid-outlined-hatched/lectures/15948252>

Books

- IBCS Version 1.2:

https://geni.us/standards_ibcs (also available in Spanish language)

- Solid, outlined, hatched – How visual consistency helps better understand reports, presentations and dashboards:

https://geni.us/soh_ibcs (also available in German language)