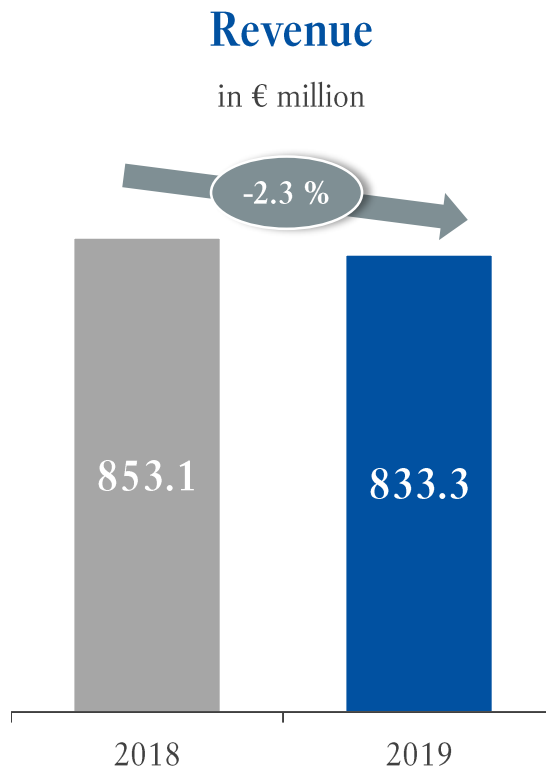


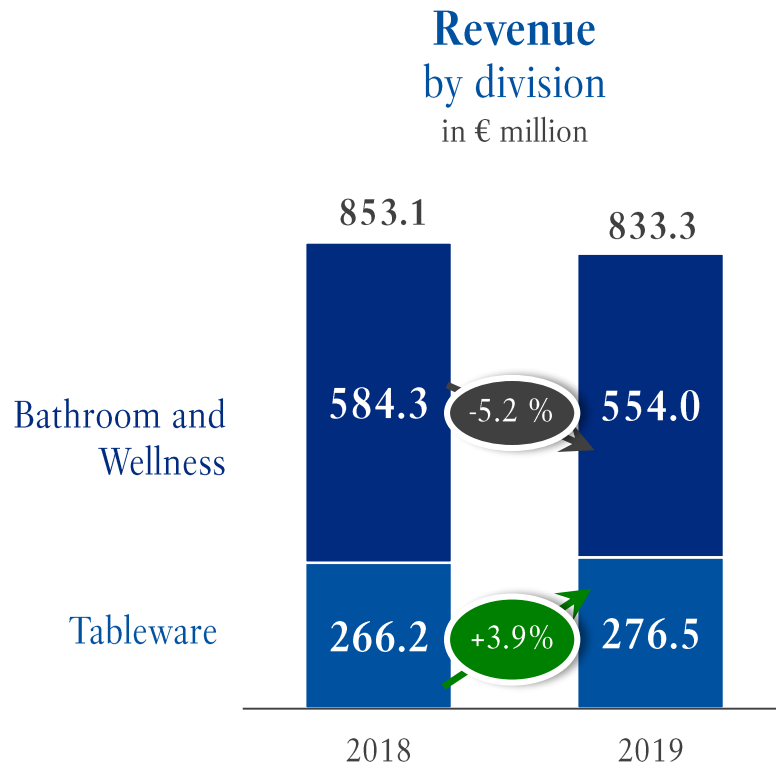
Villeroy & Boch Annual Press Conference

Frankfurt, 6 February 2020

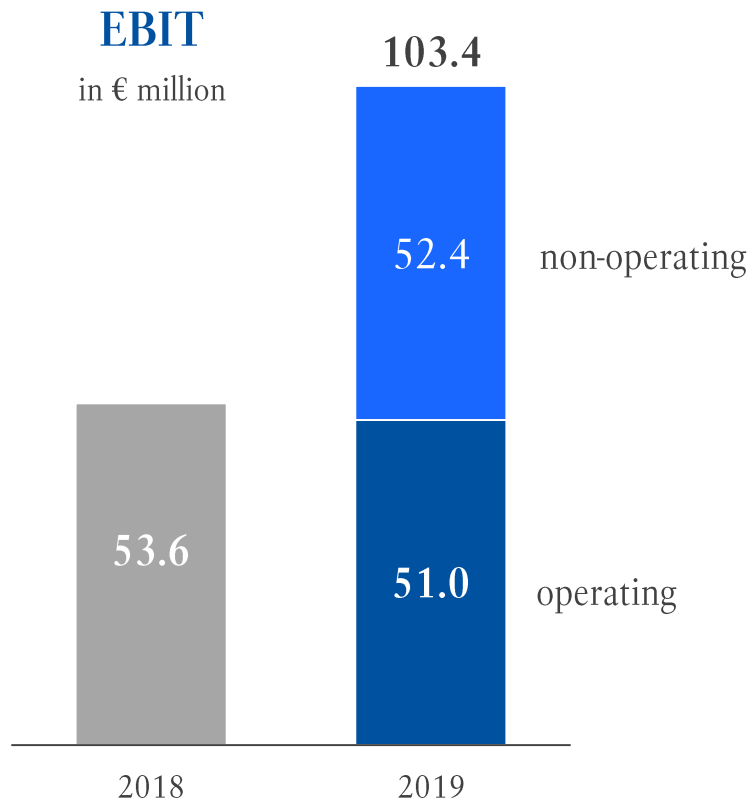
Group revenue decreases by 2.3 %



Countervailing sales trends in the divisions



EBIT reaches all-time high

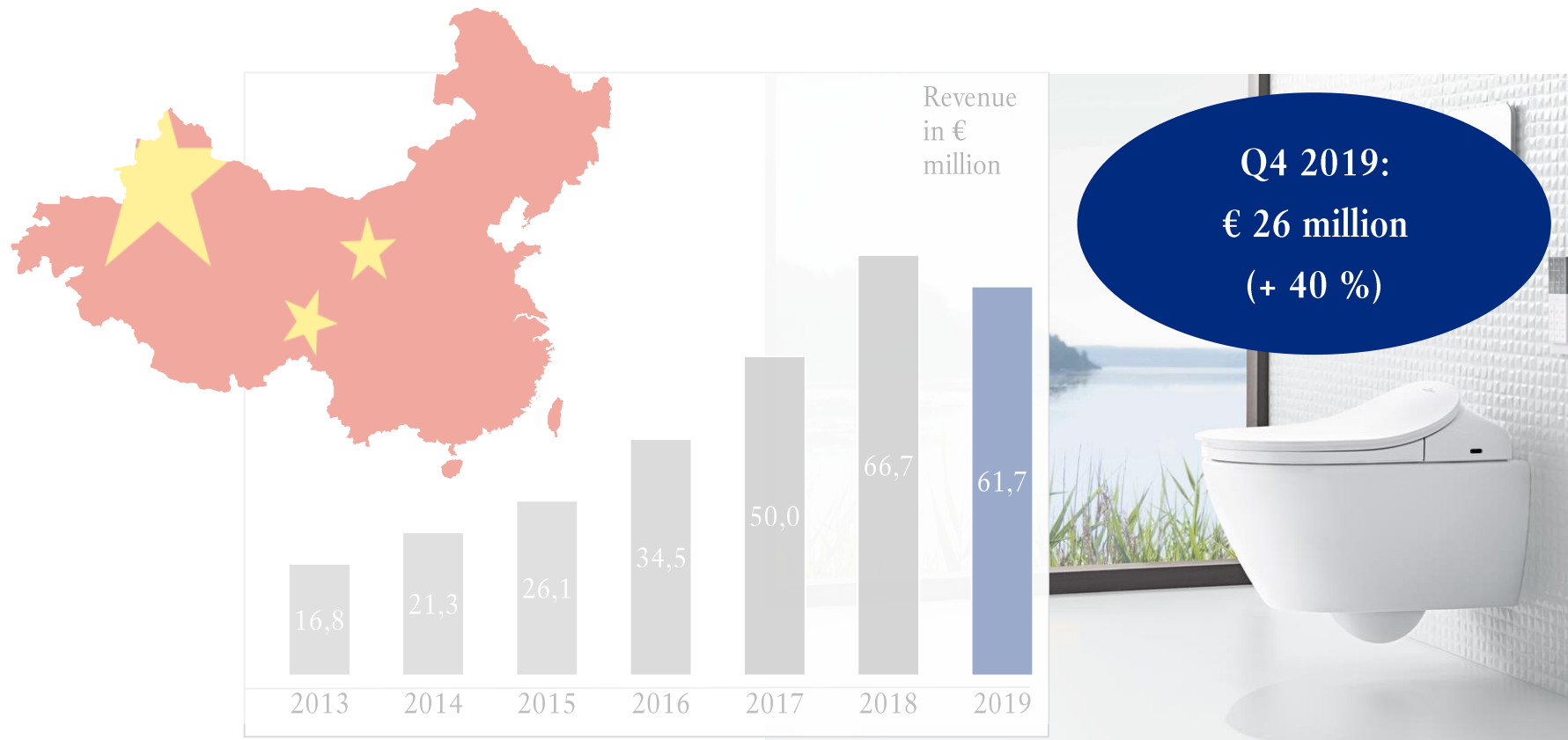


Trade conflict affects business in China

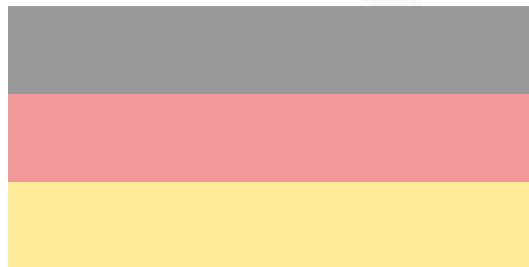
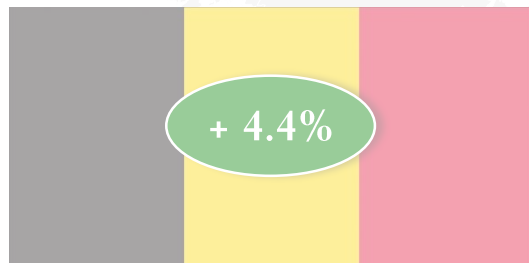


(€ million)	2019	Δ vs. previous year
Total Villeroy & Boch	833.3	- 2.3 %
Middle East	20.5	- 21.9 %
China	67.1	- 5.1 %

China returns to growth path in Q4



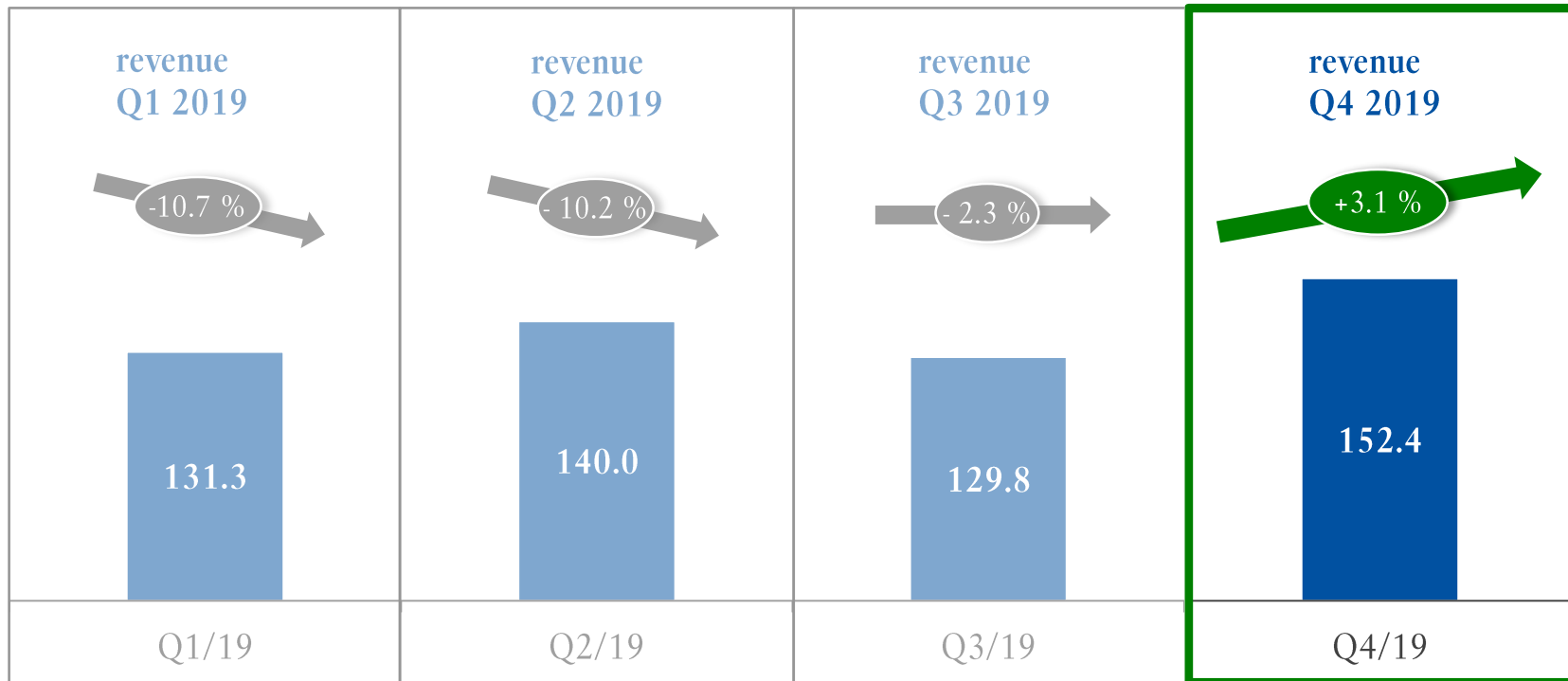
Positive development in Central Europe



(€ million)	2019	Δ vs. previous year
Total Villeroy & Boch	833.3	- 2.3 %
Russia	18.6	+ 1.4 %
Eastern Europe	52.1	+ 4.6 %
Benelux	66.3	+ 0.7 %
Germany	240.1	+ 2.1 %

Bathroom and Wellness: Return to growth in Q4

in € million



Revenue of TitanCeram products more than doubled since 2017

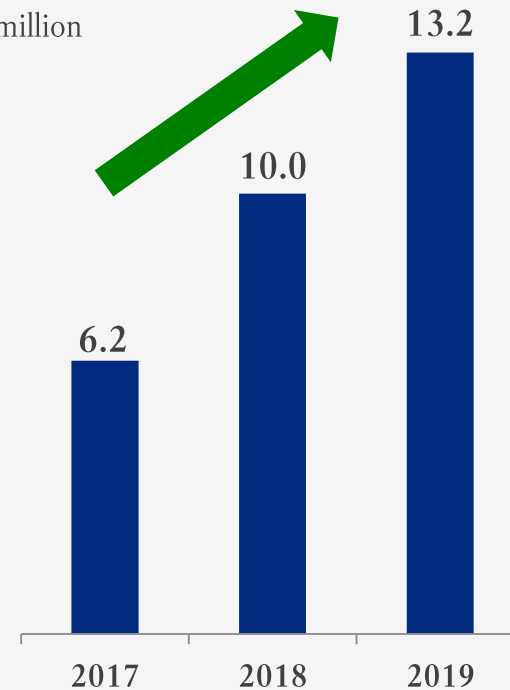
'Masterpieces'



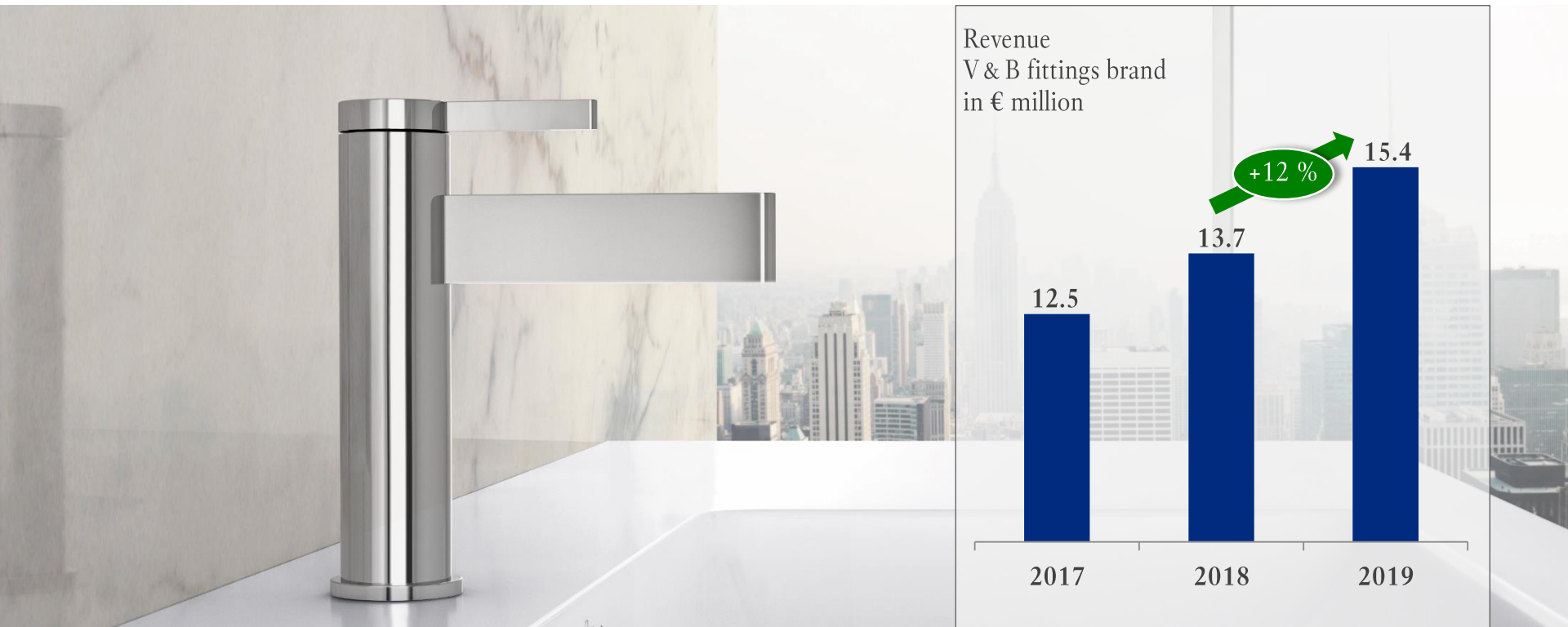
Premium quality



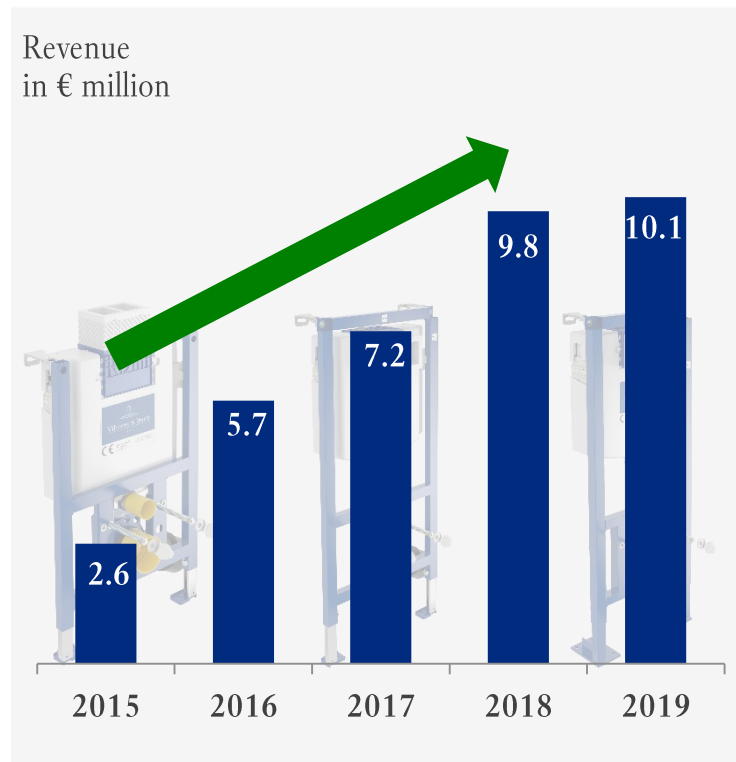
Revenue
in €
million



Revenue with V & B fittings over € 15 million



ViConnect revenue exceeds the € 10 million mark



Brand awareness of Villeroy & Boch as a competitive advantage

Brand awareness (%)



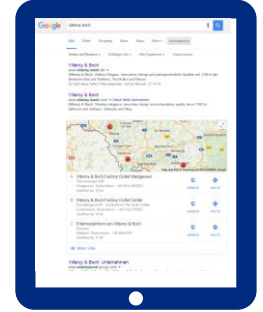
Source: Brand Image Tracking, MRC 2016



Villeroy and Boch

Google Search

I'm Feeling Lucky



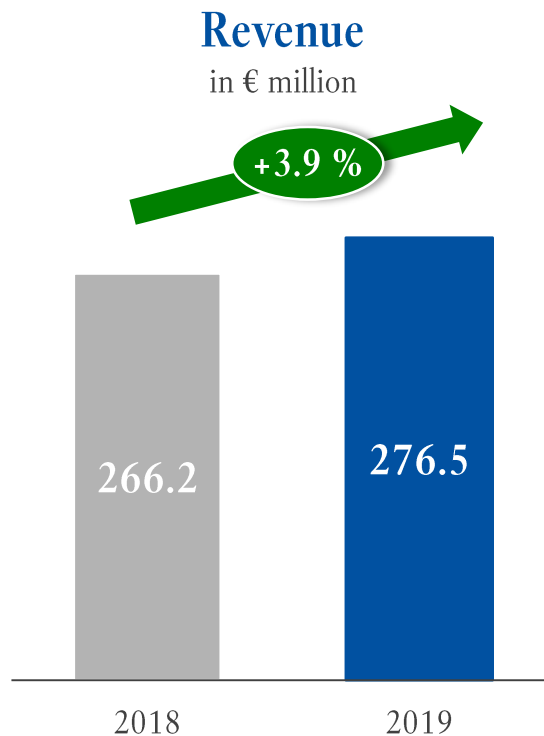
More than 24 million search
queries per year for the brand
in search engines (filter 'Villeroy')

*Generation of
leads*

*Forwarding to
partners/
customers*



Revenue in Tableware Division up 3.9 %



Strategic reorientation proves successful



Brand architecture

Expansion of the digital business

Realignment of the product range structure

Brand architecture: 'Signature' successfully launched



Successful rollout
over 350 new POS
revenue in the premium
segment: € 28 million



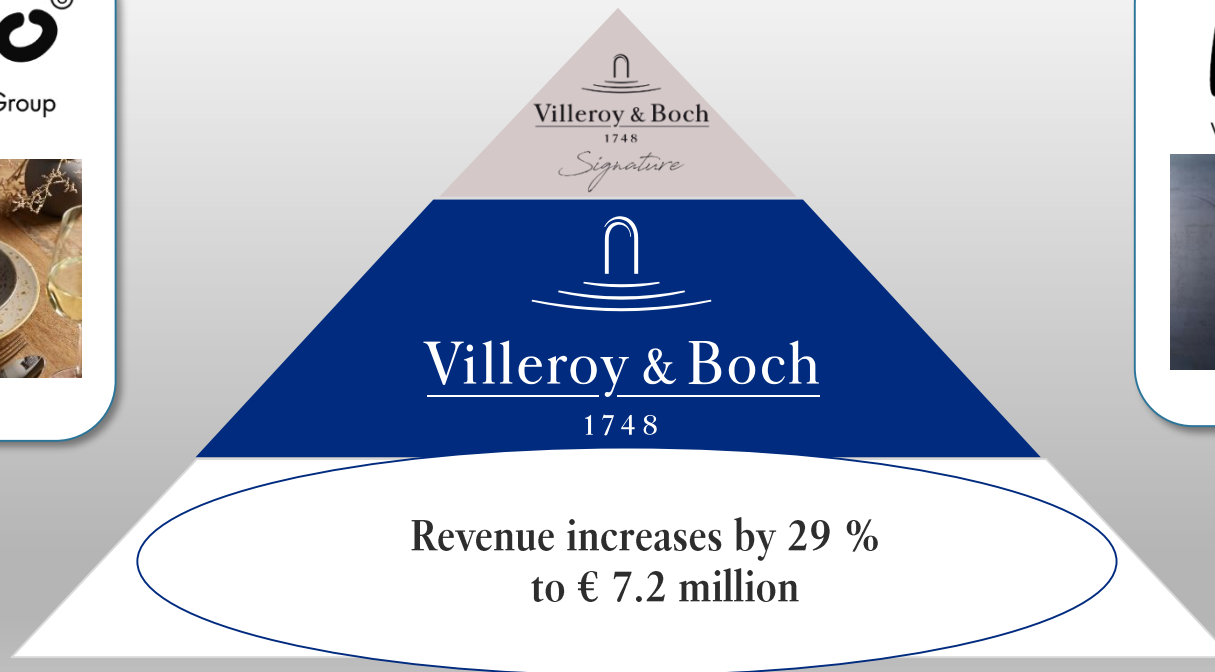
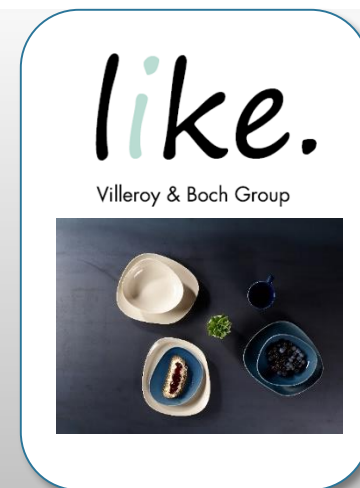
Villeroy & Boch
1748

vivo[®]
Villeroy & Boch Group

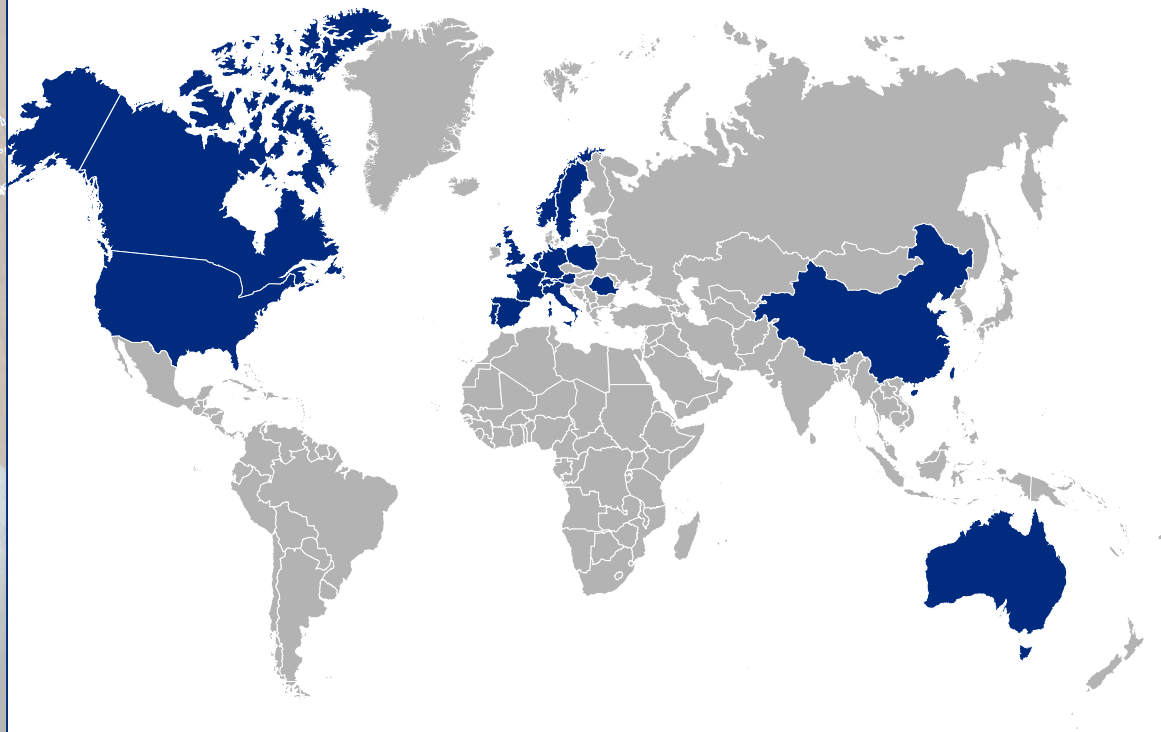
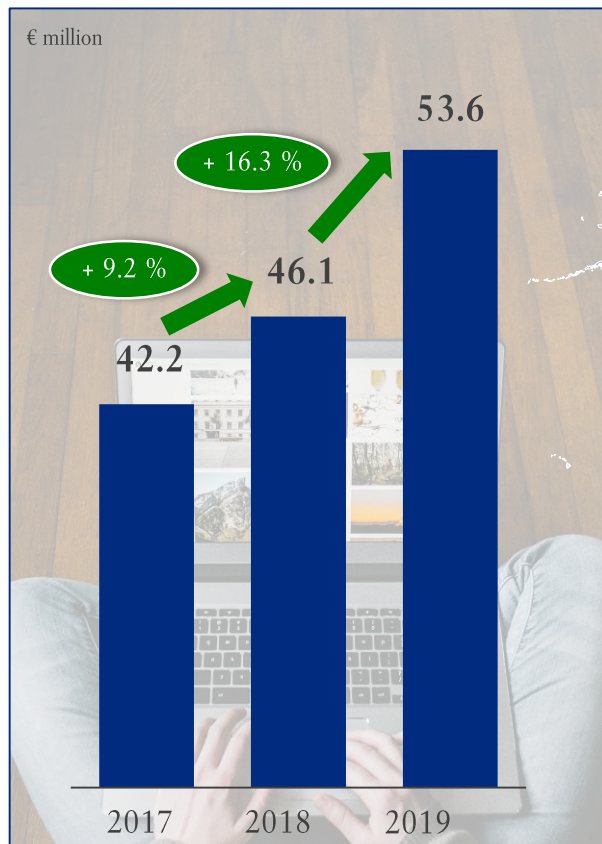
like.
Villeroy & Boch Group



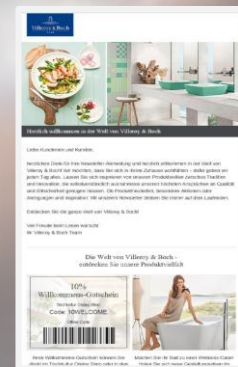
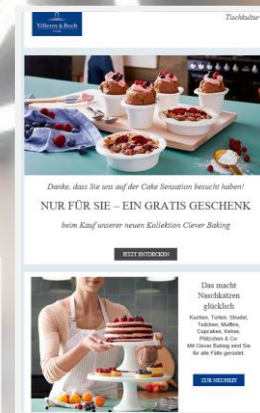
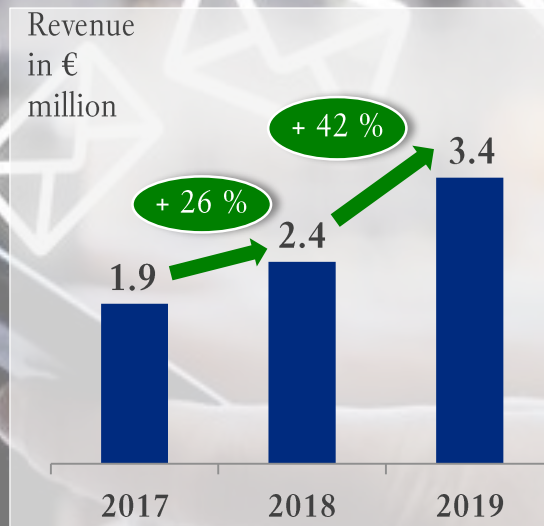
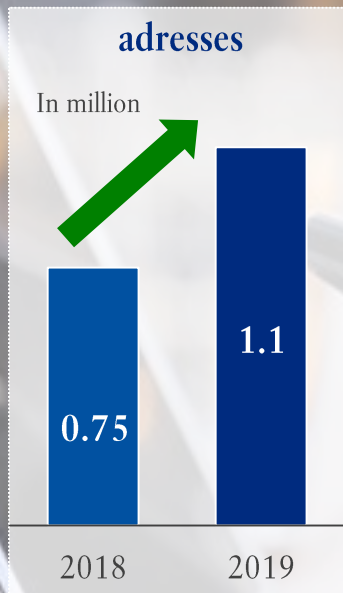
Brand architecture: Volume business with secondary brands grows



Share of e-commerce in tableware revenue increased to almost 20 %



Expansion of digital business: intensification of e-mail marketing pays off



Manufacture Rock: Best novelty introduction since 2011

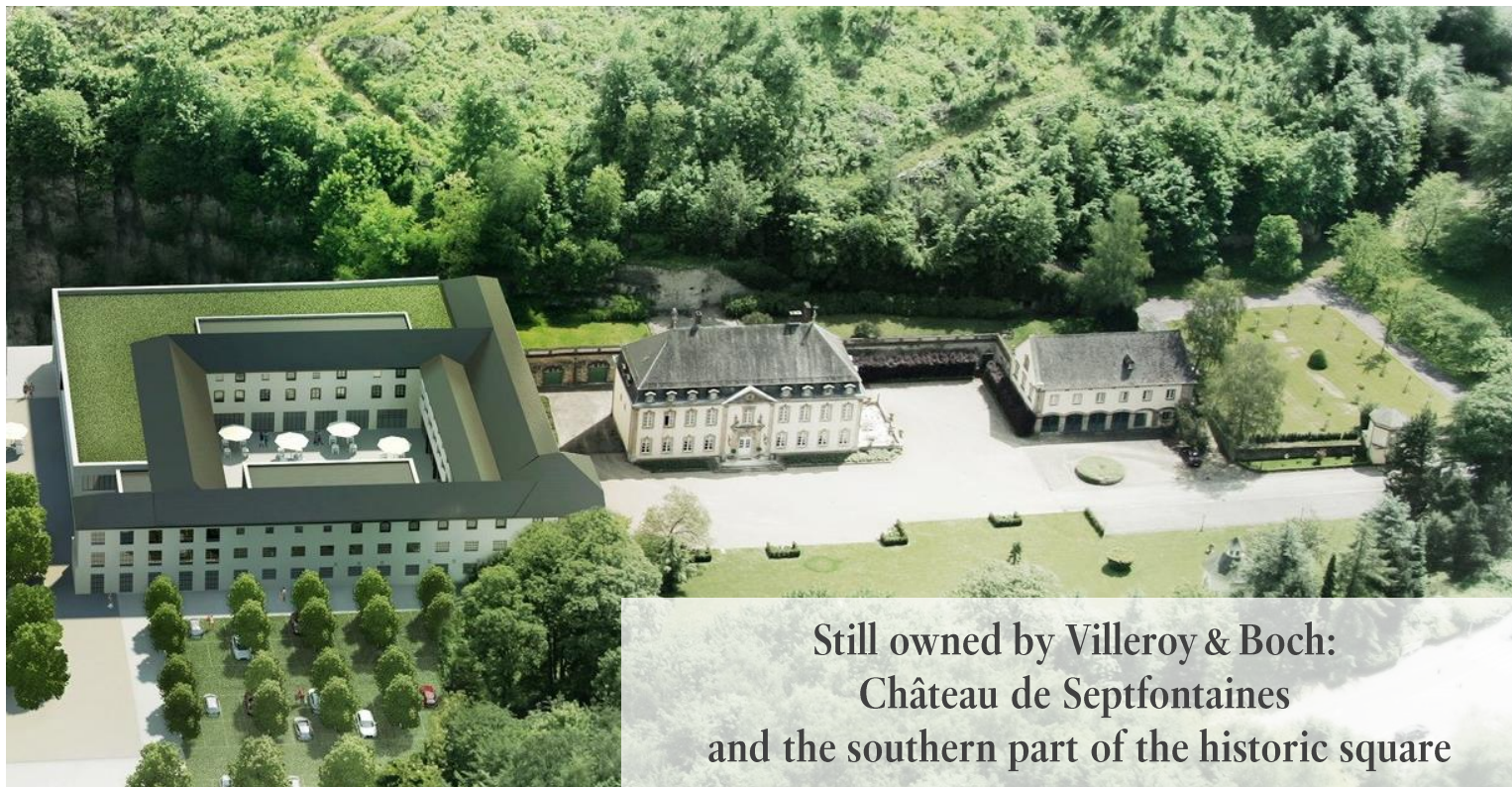
Best novelty since 2011
Increase in revenue
from € 2 million
to € 8 million



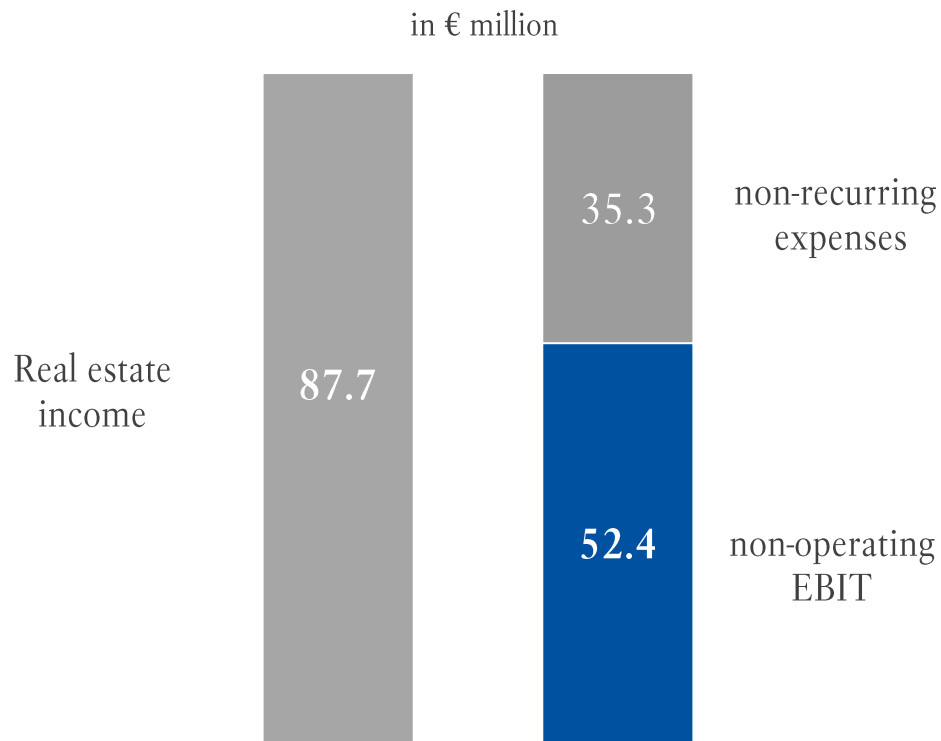
Sale of real estate in Luxembourg: non-recurring income of € 87.7 million



Villeroy & Boch stays in Luxembourg



Non-recurring expenses reduce real estate income



Annual Financial Report

Revenue and EBIT target achieved after adjustment of forecast at half-year

	Forecast adjustment Q2/2019	result 2019
Revenue	€ 825 – 850 million	€ 833.3 million
EBIT (operating)	€ 48 – 52 million	€ 51.0 million
Return on net operating assets	slightly below 16 %	14.4 %
Investments	€ 30 - 35 million (updated in Q3/2019)	€ 33.2 million

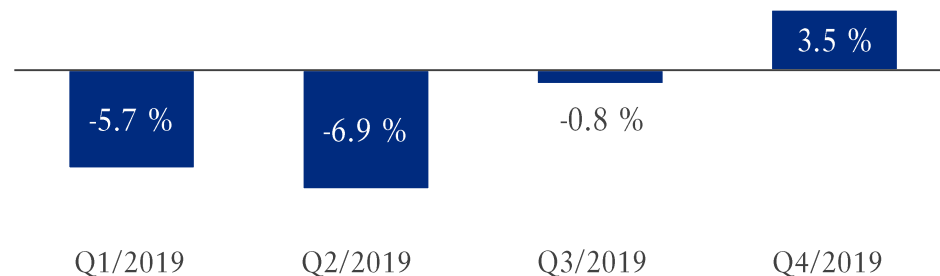
Revenue "only" 2.3 % down on previous year after good fourth quarter

Consolidated income statement

in € million

	2019	2018	
Revenue	833.3	853.1	-2.3 %
Cost of sales	- 479.0	- 487.3	
Gross profit	354.3	365.8	

Revenue development by quarter



Non-recurring income more than doubles consolidated result year-on-year

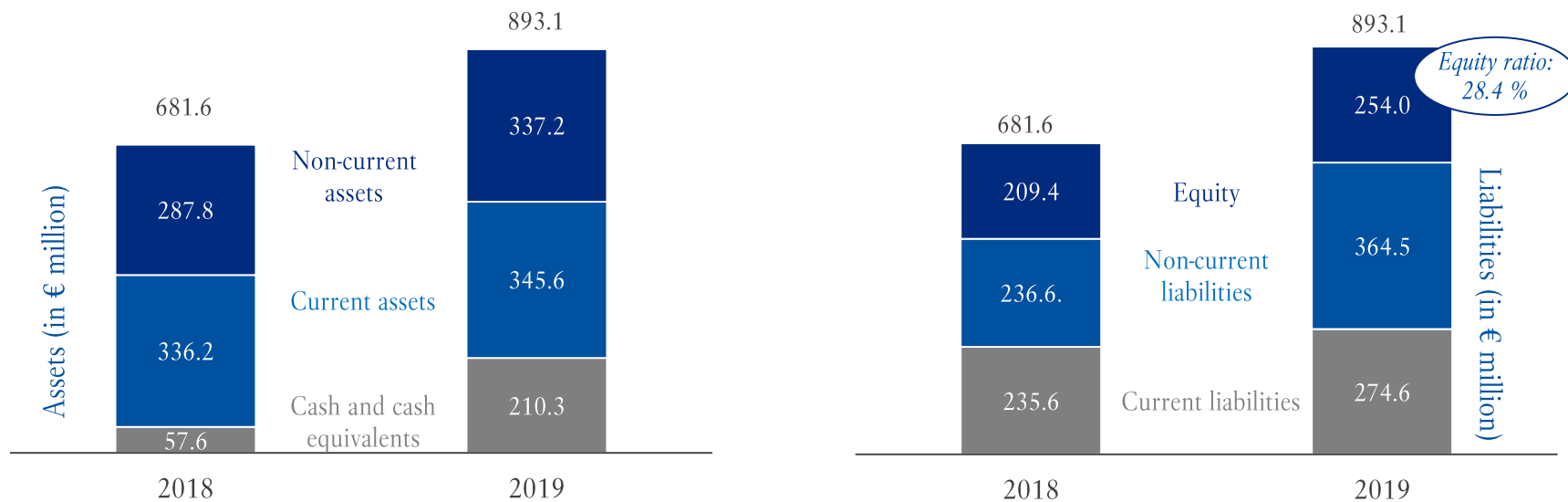
Consolidated income statement

in € million

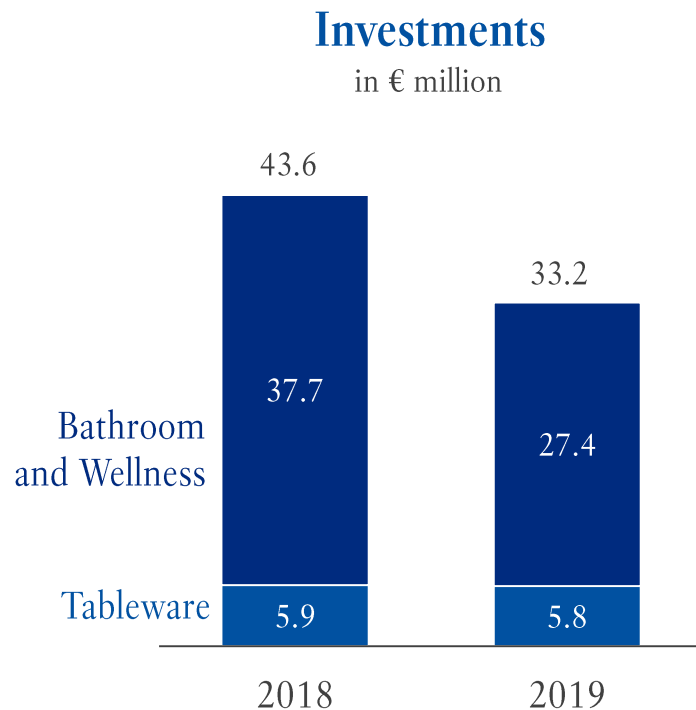
	2019	2018
Revenue	833.3	853.1
Cost of sales	- 479.0	- 487.3
Gross profit	354.3	365.8
Selling, marketing and development costs	- 261.6	- 266.9
General and administrative expenses	- 42.3	- 43.8
Other operating expenses/income	0.6	-1.5
Operating EBIT	51.0	53.6
Non-operating result	52.4	-
EBIT	103.4	53.6
Financial result	- 6.7	- 4.4
EBT	96.7	49.2
Income taxes	- 16.3	- 15.3
Group result	80.4	33.9

Balance sheet structure: significant increase in total assets

Balance sheet structure



Investment volume adapted to global economic development



Investment priorities 2019

Bathroom and Wellness

- New production facilities to increase capacity and productivity in sanitary ware plants (especially Thailand and Hungary)

Tableware

- Investments in the Merzig and Torgau plants and the Merzig logistics centre
- Renovation and opening of V & B stores

Share gained around 24 % in value over the past year

PERFORMANCE OF VILLEROY & BOCH'S SHARES IN COMPARISON TO DAX AND SDAX

in the period from 28 Dec. 2018 to 30 Dec. 2019 (indexed)



Earnings per share and proposed dividend

	2018	2019
Earnings per preference share (excluding non-operating result)	1.30	1.20
Earnings per ordinary share (excluding non-operating result)	1.25	1.15

Dividend per preference share	0.60	0.60
Dividend per ordinary share	0.55	0.55

*Payout ratio for the 2019
financial year: 49 %*

Outlook 2020: Slight increase in sales and earnings expected

KPI	result 2019	Forecast 2020
Revenue	€ 833.3 million	slight increase
Operating EBIT	€ 51.0 million	slight increase
Return on net operating assets	14.4 %	at previous year's level
Investments	€ 33.2 million	moderate increase