

Insights

THE MAGAZINE SUPPLEMENT TO THE ANNUAL REPORT

Branding for success

What makes Villeroy & Boch attractive
to customers and employees



Editorial

Dear Readers,



Frank Göring, Chairman of the Management Board

Not every company can also claim to be a world-famous brand. But this is true of Villeroy & Boch. Our brand enjoys a powerful resonance dating more than two centuries. And it represents a guarantee of quality. In this sense, a brand always involves a significant commitment. It must be protected, preserved and cared for – but it also needs to move with the times in order to avoid eventually being seen as outdated.

“A brand involves a significant commitment. It must be protected, preserved and cared for.”

Any company that wishes to remain successful must analyse and develop its own brand. Customers and their perceptions and needs, changes in consumer habits and lifestyles: all of these aspects also have an impact on a brand and the corresponding strategy, product development and communication. In an interview on page 4, Béatrice Jungblut, Director Corporate Marketing, discusses what makes the Villeroy & Boch brand so special.

Almost 270 years have passed since our company was formed. Generations of employees

have helped to ensure that the Villeroy & Boch brand continues to inspire people today. This edition of Insights magazine gives you another opportunity to get to know some of them better.

I would also like to draw your attention to another important facet of branding: Villeroy & Boch as an employer brand. Being an attractive employer – and ensuring that people’s perception matches this reality – is more important than ever when it comes to attracting and retaining the best employees for the long term. In my view, providing opportunities for professional and personal development, a modern workplace and an international environment are the keys to achieving this. You can read about development opportunities at our company on page 6, where our employee Paul Lorbiecki gives you an insight into his own professional background at Villeroy & Boch.

I hope you enjoy reading the magazine.

Yours

Frank Göring



The brand is a beacon

The Villeroy & Boch brand has been synonymous with style, class and refinement ever since 1748. But a successful brand also needs to move with the times. In this interview, Béatrice Jungblut, Director of Corporate Marketing, explains how Villeroy & Boch analyses, develops and positions its own brand.

Ms. Jungblut, why is clear brand positioning important and for whom?

Clear brand positioning is equally important for customers and employees alike. It defines what the brand stands for and what it is that makes it unique. For employees, this ensures a consistent understanding of the brand that serves as a compass for all activities, from product development and communication to shop design and appearance at trade fairs. This ensures that all activities speak the same language and are coordinated – something that is extremely important for a global brand that operates in two very different markets. For customers, the brand is a kind of beacon. In an increasingly globalised world where information overload is the order of the day and the available options are all but endless, people tend to look for orientation and a sense of security. This is precisely the function of a strong brand like Villeroy & Boch.

You have been working on positioning the Villeroy & Boch brand in recent months. Why?

It is important to examine the positioning of a brand at regular intervals. After all, people's lifestyles change over time, and so do their



PORTRAIT
Béatrice Jungblut has been the Director of Corporate Marketing at Villeroy & Boch since 2014. In this role, she looks after brand-relevant topics including strategic brand positioning. She is also responsible for the Online Unit at Villeroy & Boch AG.

expectations of the brands that accompany them through life. For a strong and highly traditional brand like Villeroy & Boch, it is important that we remain true to ourselves while always staying up-to-date.

People's lifestyles are changing in the Tableware and Bathroom and Wellness markets alike. In particular, the way we eat has changed radically. It used to be typical for couples to ask for a full dinner service for their wedding so that they could lay the table beautifully on Sundays and invite people to join them for a formal dinner for various occasions.

Nowadays, couples combine their belongings when they move in together, lay the table with a combination of different products, and invite friends over for an informal BBQ. The good thing is that people are still just as keen on setting the table to look nice, and there are still plenty of occasions for buying lovely tableware.

The bathroom is increasingly evolving from a functional room into a feel-good oasis. It is the place where people prepare themselves for everyday life in the morning – and leave the stress of the day behind them in the evening.

You mentioned the very different product areas covered by Villeroy & Boch. Is this a challenge when it comes to positioning the brand?

That is a fair question. The differences between the Bathroom and Wellness and Tableware Divisions mean it is conceivable that the Villeroy & Boch brand could be perceived differently by consumers, leading to very different expectations of the brand. Fortunately, this has not been the case, and our analysis of customer expectations has identified a great deal of common ground that has become established over the long history of the brand.

What does the Villeroy & Boch brand stand for in 2016?

The Villeroy & Boch brand has enriched people's lives with stylish products for the past 269 years. For consumers, it is synonymous with style, class and refinement. This is a huge strength and something that we need to continuously emphasise. But this requires a more relaxed approach nowadays. People buy stylish products because they want to do something good for themselves and others, but no longer primarily to fulfil certain norms and conventions that were once extremely important. This is something we intend to accentuate in future, hence the central theme of the new positioning:

"Villeroy & Boch lets me indulge myself and others with style every day."

What specific forms will the shift in positioning take?

It affects the entire marketing mix, i.e. the interaction between all brand-related activities. It is also reflected in the products we are developing. Our Passion products reflect the change in consumer lifestyles, address new target groups and create additional reasons to buy. While consumers used to come to us primarily when they were looking for an entire dinner service, they can now come to our stores more often, simply to buy a new grill pan or a sophis-

ticated pasta serving dish. Our visual language increasingly involves relaxed evenings with friends accompanied by a table that is set beautifully but not perfectly. The idea of the bathroom as a feel-good oasis is reflected in the approach to colour developed in tandem with Gesa Hansen, for example, in which bathrooms can be designed in one of four harmonious colour concepts. Wellness products like whirlpools or the Vivia shower panel, which offers various shower functions including a rain shower, are also becoming increasingly important in home bathrooms.

Ms. Jungblut, thank you for your time!



Encouraging and challenging employees

Paul Lorbiecki has worked for Villeroy & Boch since 2002. His career began with an apprenticeship; today he is a head of department. In 15 years with the company, he has developed both professionally and personally, held various positions within the company and spent two years working abroad. His decision to embark on a career with Villeroy & Boch was a conscious one.



The whiteboards on the office walls are covered in colourful formulas, equations and abbreviations. A detailed production layout sits on the desk. The black notebook is open; next to it, a pocket calculator. Paul Lorbiecki is deep in conversation with a colleague. The 34-year-old is the head of department for production planning and systems in the Bathroom and Wellness Division. He is responsible for four employees. “We are a very young team,” explains Lorbiecki, who joined Villeroy & Boch in 2002 as an apprentice industrial clerk.

He followed this with positions in various departments in both the Tableware and Bathroom and Wellness Divisions, successfully studying business administration alongside his work. He soon found himself being entrusted with team leader roles. When he was given the opportunity to go abroad with Villeroy & Boch in 2010, it did not take him long to make up his mind: “I had the opportunity to help establish the controlling organisation in Thailand, a unique experience that was hugely beneficial for me both professionally and personally.” He lived abroad until 2012

“I have been given a lot of different options and opportunities within the company. As a manager, that is something I want to make sure my employees have, too.”

and still makes regular visits to the site in Thailand. Lorbiecki continues: “My own personal experience is one of the main reasons I feel it is important to give employees the space they need to develop, and to encourage them while also challenging them. I have been given a lot of different options and opportunities within the company. As a manager, that is something I want to make sure my employees have, too.”



THREE QUESTIONS TO

Katja Weinstock

PORTRAIT

Katja Weinstock has been the Head of Corporate Human Resources at Villeroy & Boch since 2016. In this role, she has global responsibility for all HR-related issues at the company.

Ms. Weinstock, you are the Head of Human Resources at Villeroy & Boch. What does a company have to look out for in order to secure the best employees?

It is essential that Villeroy & Boch remains true to itself. We have to succeed in making our company attractive for future generations of employees and successfully retaining them.

What is meant by employer branding?

Employer branding is an element of corporate strategy aimed at presenting a brand as an attractive employer, both internally and externally. Our aim is to show potential candidates and existing employees why Villeroy & Boch is a good choice of employer.

What makes Villeroy & Boch special as an employer brand?

Villeroy & Boch is an international, future-oriented company that combines a long tradition with a dynamic approach. Our corporate culture is characterised by entrepreneurial thinking and action and a willingness to break new ground. Among other things, we encourage performance and commitment by giving employees plenty of scope to shape their work and offering them exciting prospects and development opportunities in a globally interconnected, modern working environment.

What Lorbiecki particularly likes about Villeroy & Boch as an employer is its international approach and its focus on the future, as well as its general openness to change. “Villeroy & Boch was not only the best place for me to begin my career at the time. At my interview, I also remember being especially excited and impressed by the friendly, family-

“Villeroy & Boch offers a wide range of development opportunities. If you have the desire and commitment to make things happen, this is the right place to be!”

like atmosphere of this global company.” He sees many possibilities for career development at the company: “Villeroy & Boch offers a wide range of development opportunities. If you have the desire and commitment to make things happen, this is the right place to be!”

Lorbiecki also has some advice for those seeking to join the Villeroy & Boch family in future: “Good employees are always in demand. Villeroy & Boch operates in an extremely complex and dynamic environment. Working here gives you the chance to grow into technically challenging tasks and advance professionally – something that is especially interesting for young people.” Villeroy & Boch is well known for tradition and innovation. As an employer, the company is also characterised by individual support, exciting development opportunities and modern working environments. Employer branding strategies help to retain the best employees for the long term and further improve external awareness of the brand as an attractive employer.

Does the job still provide enough variety, even after 15 years with the company? “I have so many different projects and tasks on my plate. Every day brings something new and interesting. I certainly haven’t found myself getting bored yet,” says Lorbiecki with a laugh.

Global Academy: on course for success

Villeroy & Boch's Global Academy is a household name within the sanitary ware industry – all around the world. Last year, the training institution enjoyed a new record number of participants.

Improvisation – Adapting to Change, Planning and Designing Accessible, Boundary-Free Spaces, Skilled Trainees – Successful Salespeople, Trends, Materials, Lighting Planning – these are just some of the many topics offered by the Global Academy, Villeroy & Boch's training institution.

Dagmar Schumacher has been with Villeroy & Boch since 1990 and is now the Head of the Global Academy. The institution was established in 2001. "Training for the sanitary ware industry had been available for some time. Topics like products or planning and design expertise had always been in demand. Around 15 years ago, we began adopting a more systematic approach to our training." Qualification, motivation, mobilisation – the Global Academy was born. Today, it is one of the most successful institutions in the industry.

It offers management training and, since 2014, technical training at a total of six locations – Lenzburg (Switzerland), Hallwang (Austria), Roden (Netherlands), Lübeck, Treuchtlingen and Mettlach. Entrepreneurs, planners and consultants, salespeople and tradespeople can further their skills and expertise with topics specifically tailored to their needs. "Needless to say, our team researches the latest trends, such as digitalisation. At the same time, we pay close attention to what retailers and our sales colleagues are telling us so that we can identify areas where there is a need for consultation or qualification," explains the Head of the Academy.

Training on freehand sketching and colour consulting are perennial favourites: "Salespeople need to know their way around colours, materials and trends. But they also need to be able to plan a bathroom and draw a sketch every so often. These are the kind of skills that are missed by commercial training. That is where the Academy comes in."



PORTRAIT
Dagmar Schumacher has been with Villeroy & Boch for more than 15 years and is now the Head of the Global Academy.

Thanks to its IHK certificate courses, Villeroy & Boch's Global Academy also has a USP on the market. Arranging and delivering the courses is challenging, but the success speaks for itself: the "Showroom Salesperson for Bathrooms and Home Furnishings" IHK certificate covers eleven modules on 22 days over a one-year period and is the most popular of all the qualifications offered.

Schumacher: "Anything we can do to bring people to a higher level of knowledge and expertise is beneficial for the industry as a whole."

Since the launch of technical training – which is delivered by in-house trainers – the number of participants has shot up. Technical training now accounts for around 80 percent of all the training courses provided. "From ViClean to shower trays that can be cut to size, we have brought about many technical innovations that require a lot of consultation. Our sales staff continuously tell us how important it is for plumbers to come to us, since they are the ones who get to see what makes our products so special in practice."

In 2016, the Global Academy had 2,587 participants. The new record has also had positive side effects: "The introduction of technical training has also expanded the international reach of our training," says Schumacher with some pride. Participants come from all around Europe and even as far away as China. Around 60 percent of technical training courses are now booked by foreign participants.

To keep the Global Academy on course for success, Dagmar Schumacher and her team have adopted a clear focus on strategy: "We want our customers to be our brand ambassadors, recommending us and installing our products. As well as knowledge and expertise, what we communicate to our customers is a feeling. When you come to the Global Academy in Mettlach, you get to experience the Villeroy & Boch brand up close and personal."





Bathroom planning 2.0

Just a few clicks and the new bathroom is ready – at least when it comes to a virtual bathroom in Villeroy & Boch’s online Bathroom Planner. This tool allows potential customers to design an outline of their new bathroom easily using their own computer or tablet.

It takes an average of 15 minutes for users to draw up the first plans for their dream bathroom on the Villeroy & Boch website. This relatively short period of time shows that the new Bathroom Planner, which replaced the old planning tool in autumn 2016, is intuitive to use. “User-friendliness was a particularly important aspect when it came to designing the new Bathroom Planner. The challenge was to create an easy-to-use tool that also included the wide range of options customers need to create a precise vision of their future bathroom,” explains Online Marketing Manager Volker Krumrey. “Users can now also plan their new bathroom using their tablet, making us a pioneer within the industry,” adds IT consultant Erik Heinen. They were the lead managers for the development of the new tool.

Users are taken through the planning process in just a few steps. They select the floor plan, define the windows, doors and

outlets, and then design their own dream bathroom. Products from the 15 most popular Villeroy & Boch collections, such as Venticello and Subway 2.0, are available for selection. Different floor and wall coverings can also be selected. To get as accurate a view as possible from different perspectives, users can rotate the three-dimensional room and open drawers or the toilet seat. They can then send



Volker Krumrey, Online Marketing Manager (left), and Erik Heinen, IT-Consultant

the bathroom plan to their e-mail address, including 3D view, floor plan and item list, so that they can take it to a local dealer who can consult and support them in the further planning and realisation of their new bathroom.

With an average of 800 bathrooms planned online every day, the tool attracted a great deal of interest among customers in the months following its launch. And the number of requests from dealers wishing to integrate the tool into their website shows that the same is true for them, too.

As of the end of 2016, the online Bathroom Planner is available in seven languages – German, English, French, Spanish, Italian, Dutch and Polish – with others to follow. In 2017, Krumrey and Heinen will turn their attention to the next step of the project: the launch of the online Bathroom Planner with dimensions stated in inch for the US market.



From inspiration to planning

In addition to the online Bathroom Planner, the Villeroy & Boch website offers tools for bathroom style advice and inspiration.

The Style Finder

Which Villeroy & Boch collection best suits your personal taste? Users can answer this question with the Villeroy & Boch Style Finder. They select the ten images they like best from a gallery of around 80. The Style Finder then displays three bathroom collections that best suit their taste.

villeroy-boch.co.uk/style-finder



The Bathroom Inspirator

In the next step, users can see how different products work together in the Bathroom Inspirator. How does a certain combination of washbasin, WC and bathtub look in the room? What colours are a good match for the sanitary ware products and cabinets? The Bathroom Inspirator lets users mix and match all of these options.

villeroy-boch.co.uk/bathroom-inspirator



The Bathroom Planner

If a user likes what they see in the Bathroom Inspirator, they can transfer the configuration to the Online Bathroom Planner at the touch of a button and adapt it to their own desires and requirements.

villeroy-boch.co.uk/bathroom-planner



BATHROOM PLANNING

Five tips

Sabine Müller manages the Bathroom and Wellness Information Centre at the Mettlach site. Together with her team, she provides numerous customers with individual bathroom planning advice and consultation every day. She tells Insights her top five tips for bathroom planning:

1

Use the Online Bathroom Planner to design a rough outline of your own dream bathroom. You should then seek detailed advice from an expert. The manufacturer Villeroy & Boch, dealers, architects and tradespeople can best answer any questions you may have about products and your specific space situation.

2

Visit a Villeroy & Boch information centre or a dealer’s showroom, where you can see various products live and in colour, touch the surfaces and get inspired.

3

Think about how many people will be regularly using the new bathroom. The amount of storage space should be planned accordingly, and you might want to consider two washbasin areas.

4

Take colour into consideration. You can use colour as well as accessories, lighting and music to give your bathroom that individual touch.

5

Future-proof your bathroom by taking into account the special requirements and (potential future) needs of users. For example, we will be happy to advise you on how well accessibility and attractive design can go together.

Style at every stage of life

In Neufchâtel care, Villeroy & Boch has developed the first professional tableware concept for retirement homes and care homes. As well as combining aesthetics, ergonomics and functionality, it serves to underline the emotional resonance of the Villeroy & Boch brand.

As we get older or experience certain physical disabilities, our needs change – and for some of us, so do our skills. The fact that this places special demands on everyday products like tableware is often forgotten. Jochen Stähler, Head of Marketing in the Hotel and Restaurant Division, is well aware of the issue. “We need to respond to demographic development by moving with the times. At Villeroy & Boch, we see tableware for older people and disabled people as an opportunity not only to make their everyday life easier, but also to help them enjoy it.”

Stähler and his team took an end-to-end approach to the matter, working in close cooperation with experts from the Geriatric Medicine department at Evangelisches Klinikum Niederrhein. The result is Neufchâtel care, a tableware

“The Villeroy & Boch brand has maintained its appeal from generation to generation.”

concept for older people and those with restricted mobility that is a winner on every front: aesthetically, functionally, ergonomically and practically.

“Optimal functionality is a must. The glaze of the premium porcelain is extremely tough and all of the products have shock-resistant edges with a ten-year guarantee.” When it comes to design, ergonomics are the main consideration: the seven items in the range, some of which are multi-functional,



All parts made in one piece: the balanced cup handle is produced using an innovative manufacturing technique and is extremely durable. The multi-functional saucer prevents tipping and has an extra-deep cup rim for easy handling.



Neufchâtel care gleams warmly on white premium porcelain. Decorated items are also available if requested by retirement homes and care homes. Décors in warm, contrasting colours can provide additional support for the visually impaired, for example.

have been optimised for intuitive, balanced and assisted handling. Items that are easy to grip, cups designed to prevent tipping, steep walls, wipe edges – it is all about the details. And as is customary for products from the hotel and restaurant division, Neufchâtel care also satisfies the practical requirements of kitchen and service.

“Age-appropriate Tableware” was the name of the project that delivered valuable design input for Neufchâtel care. It was initiated by Dr Nicola Zimansky, Head of the Geriatric Medicine department at Evangelisches



PORTRAIT

Jochen Stähler has been the Head of Marketing in Villeroy & Boch's hotel and restaurant division since 2013. In addition to international B2B marketing strategies, he is responsible for promotions and incentives, product management and development and custom-made solutions within the division.

Klinikum Niederrhein: “Independence and sharing meals together helps elderly people to maintain their quality of life and enjoyment of food. And tableware plays a decisive role.”

The final designs were tested in observational studies with older people. Senior physician Martha Niemöller summarises: “There were many positive effects, some of which came as a surprise to us.” In addition to functionality, it turned out that there was a strong emotional component – something that is especially important for the elderly. Jochen Stähler: “The Villeroy & Boch brand means a lot for those who use it – it is a familiar part of their home life. Our brand is known by an impressive 80 percent of the German population.” This was confirmed by the study at the Evangelisches Klinikum Niederrhein: Villeroy & Boch tableware is an expression of eating culture and joie de vivre.

Martha Niemöller: “People are familiar with the brand from their own lives. They associate it with a quality that accentuates the value of the food and expresses their own value as a person.” Jochen Stähler is delighted by the results of the project: “The Villeroy & Boch brand has maintained its appeal from generation to generation. If this tableware concept means we can put a smile on the face of older people, all the better!”



Whet the appetite for tableware

Children's collections from Villeroy & Boch

Villeroy & Boch's special tableware concepts are by no means limited to adults. The Kiddy Collection is designed to make mealtimes more enjoyable for even the youngest gourmets. Children have two new friends to accompany them at mealtimes and throughout the day: Chewy the hamster and his friend Lily. Lovingly illustrated with lots of little details, their world and their adventures are brought to life in the “Chewy around the world” and “Lily in Magicland” décors.

Chewy and Lily are featured on more than just plates, cereal bowls and children's mugs. They can also be found on jars for sweets, a tooth fairy box and a piggy bank, all of which make excellent gifts. All of the items are dishwasher- and microwave-safe. Another piece of good news for parents: during the two-year warranty period, any broken cups or plates are replaced free of charge.



Project Business Highlights



Saint-Tropez

DISTANCE FROM METTLACH

938 kilometres as the crow flies



POPULATION

4,607



AVERAGE TEMPERATURE

14.8°C



Mumbai

DISTANCE FROM METTLACH

6,708 kilometres as the crow flies



POPULATION

18,414,000



AVERAGE TEMPERATURE

26.7°C



Saint-Tropez, France



Artistic provocation on high-quality porcelain

Saint-Tropez, the resort town where the rich and beautiful gather and the birthplace of the international jet set, is also home to the Toulouse-born artist and photographer Philippe Shangti. He is renowned on the scene for his sardonic art combining fantasy and reality in image and word. In 2016, Villeroy & Boch commissioned him to bring his new photo series “No Prostitution here” to the tables of the trendy L’Opéra restaurant in Saint-Tropez.

Villeroy & Boch’s hotel and restaurant division supplies premium restaurants and hotels around the world with high-quality



tableware collections. Exclusive design requests and unusual concepts are individually realised in the form of the “Special Design” service. For L’Opéra, the result was six artistic décors applied to plates from the successful Dune series. The designs include a geisha, the traditional Japanese female entertainer, a décolletage covered in lipstick kisses, and an opulent, golden chastity belt. These images achieve an unambiguously provocative effect in combination with slogans like “Voulez-vous manger avec moi le soir” – referring, of course, to the outstanding food served at L’Opéra.

Mumbai, India



A green oasis at the edge of the megacity

When people think of the city of Mumbai, they picture mostly the hustle and bustle of busy streets. But the luxurious towers of the Neelkanth Wood Olivia apartment complex offer a different kind of flair. In the suburb of Mandapa, which is part of the Mumbai metropolitan area, a green oasis is taking shape immediately next to the tropical Sanjay Gandhi National Park.

The word “Olivia” as used in the name of the three luxury towers signifies peace. An apt choice for the calm and relaxed atmosphere of the complex and its surroundings: luxurious villas and



apartments, green spaces, pools and sports grounds. And all within sight of the dense, lush green forests of the National Park.

Construction work on the high-end project began in 2014, with the total cost estimated at around € 140 million. The first apartments in the Olivia towers were fitted out in 2016. With more than 8,000 products, Villeroy & Boch is the exclusive provider of sanitary ware products and fittings. The product portfolio for the well-appointed apartments includes items from the Subway 2.0 and Architectura collections.

Design Awards 2016

In 2016, Villeroy & Boch again won numerous awards for outstanding product design in both divisions. Insights presents a selection of the prize-winning products.



Vivia shower panel

Villeroy & Boch received no fewer than four iF Design Awards in 2016. One of the prize-winning products was the Vivia shower panel. In addition to shower functions including a rain shower, the panel provides a splash-proof storage area for care products and towels.



Legato

The 2016 winners of the Red Dot Award included the washbasin from the Legato collection and the accompanying vanity unit. What makes the design of the washbasin so special is its bevelled edges, which give the impression that the countertop is actually floating above the vanity unit. Both the vanity unit and the washbasin itself stand out thanks to their straight-lined forms.



reddot award 2016
winner

Subway Infinity

The Subway Infinity ceramic shower trays are characterised by clarity of design and a varied model range. They are available in a number of different sizes as well as different colours and Villeroy & Boch tile designs, thereby providing maximum flexibility for individual bathroom design. The shower trays won two design prizes in 2016: the iF Design Award and the Red Dot Award.



reddot award 2016
winner



Pasta Passion

2016 saw a veritable shower of accolades for the functional designer series Pasta Passion. As well as winning over the Red Dot Award jury, the series, which was designed specifically for pasta, was recognised by consumers at the "Ambiente" trade fair as the Kitchen Innovation of the Year. The serving dish also won the Design Plus Ambiente 2016 award.



reddot award 2016
winner



Publication Details

“Insights” is the magazine accompanying the
Villerooy & Boch Annual Report 2016.
The Annual Report can be downloaded in digital form here:
[http://www.villerooyboch-group.com/en/investor-relations/
publications/annual-reports.html](http://www.villerooyboch-group.com/en/investor-relations/publications/annual-reports.html)

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Editorial Deadline

31 January 2017

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© 2017 by Villerooy & Boch AG

Concept and Design

IR-ONE, Hamburg
www.ir-one.de

Printing

Eberl Print GmbH
www.eberl.de



Villeroy & Boch

1748