



February, 2012

**Dear Business Partner,**

2012 marks the beginning of a new era at Duravit. After a very successful 41 years with Duravit, our longtime CEO, Franz Kook, has transitioned his responsibilities to his successor, Professor Dr. Frank Richter.

On behalf of Duravit USA, we would all like to thank Franz Kook for his leadership and great achievements during his time with Duravit. At the same time, we wish Professor Dr. Frank Richter a strong start at the helm of our company.

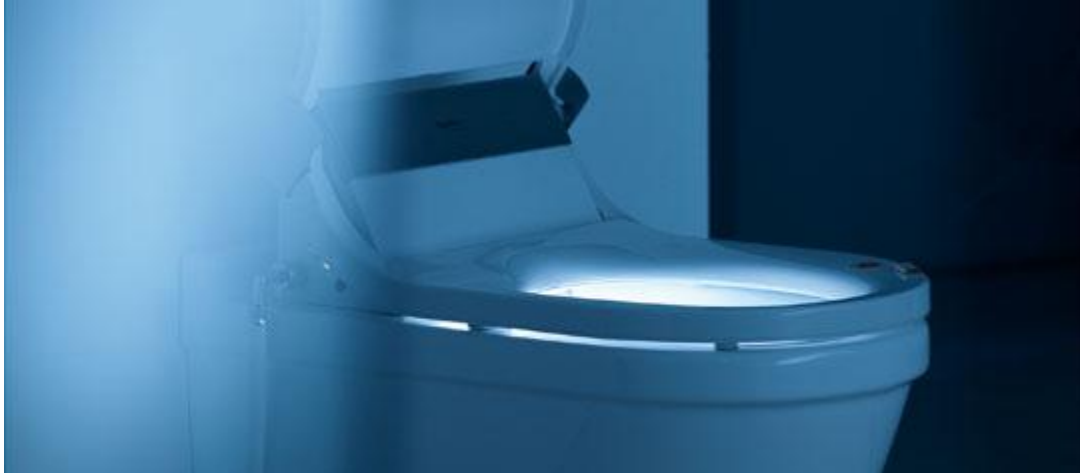
Though 2012 has just begun, Duravit is already preparing some new and exciting product introductions for the coming months. Building on the momentum of the success of SensoWash, Starck news, Esplanade, Darling New and the very unique OpenSpace, we plan to launch even more eye-catching products in a variety of market segments.

We look forward to welcoming you, in the near future, at our “blue space” in New York to celebrate with us our latest and greatest introductions. Meantime, we invite you to take a peek at some SensoWash highlights and recent company developments in the following pages of our DURANEWS.

Very best regards,

Timothy Schroeder  
President





*Philippe Starck designed the first toilet to equally deliver design and shower comfort.*

Duravit, Philippe Starck, and close to 500 guests celebrated the exclusive North American launch of SensoWash® Starck during a dynamic event Duravit NYC last spring. See more from the event [here](#).

“Shower toilets” have long been a cultural norm in Asia, but more recently, their demand has rapidly increased throughout the world. With this in mind, Duravit and renowned designer Philippe Starck adopted the topic to reflect their design vision and language. The result was “SensoWash® Starck,” the first shower toilet seat to equally deliver design and shower comfort.

According to Philippe Starck, “Once you have it, you will not be able to live without it.” For his latest groundbreaking collaboration with Duravit, Starck fused his signature, forward-thinking aesthetic with SensoWash®’s high tech functionality to create a timelessly modern, elegant shower-toilet seat. Starck’s design for SensoWash® incorporates slim, curving lines that conceal the shower-toilet seat’s technical components discretely between toilet and seat. Only a view inside the opened toilet reveals the bidet function - a self-cleaning antimicrobial shower spray arm made of reinforced steel.

With all of its good looks, SensoWash® packs a long list of options under the hood. These features include: a power-activated lid; a seat with rear, front and oscillating washes to provide three wash types that are differentiated for men and women; a nozzle with adjustable positioning and jet strength; as well as individual adjustment of water, air and seat surface temperature.

Another example of great design in action is Starck’s intuitive wireless remote control. A metallic cube, no bigger than a hand, the remote control has clear graphics and a logical layout of function keys that, when selected, are briefly illuminated. It can be used to open and close the toilet lid and seat and operate all washing, drying and heating functions. Individual preferences can be saved in one of two profiles. When the remote control is no longer needed, it can be returned to its cradle with magnetic holder and automatic lock.

SensoWash® Starck fits seamlessly onto a variety of Starck 3 and Darling New toilet models.

[sensowash.us](http://sensowash.us) >



## Franz Kook hands over chair to Professor Frank Richter



*At the end of the year, Franz Kook (65) retired as chairman of Duravit AG.*

He has been committed to the success of the company for 41 years and helped it to the strong market position it maintains today. He has played a major role for Duravit both in design and innovation development and also in the internationalisation process. Professor Frank Richter (48) took over as the new chairman on 1 January 2012. He had already moved into an office on the management floor in Hornberg in early September 2011 to prepare for his new role. In order to concentrate fully on the chairmanship, Professor Frank Richter has given up his chair in Strategic Corporate Management and Finance at the University of Ulm. He previously worked in the strategic consultancy department of McKinsey and as managing director at Goldman Sachs. He is a member of various supervisory boards and works councils at industrial and service companies.

**Mr Kook, you have been with Duravit for 41 years: Which decision has had most impact on the success of the company?**

Kook: After the important strategic decision to move into the design market which we made 25 years ago, the most important decision was to develop our lines to cover everything from jeans to dinner jackets. This gave the design sector within our industry completely new meaning and a new dimension. And Duravit has really progressed the idea.

**This is how the "Living Bathrooms" slogan came about. How did that happen?**

Kook: We wanted a phrase which was easy to understand and easy to remember. The idea was to create a connection to Duravit which was sympathetic and inspirational. The slogan is deliberately ambiguous. The most

important element is our commitment to improving life in the bathroom. The second meaning is: there is always something going on in a Duravit bathroom! Who would have thought it would work so well?

**Have "Living Bathrooms" produced good figures for this financial year?**

Kook: Yes, we are growing in 2011. It is likely to be healthy, single-figure growth and I am assuming that this will be sustained in Germany. At an international level, we anticipate major differences between the individual countries. But overall I see the future of the sanitation market as very bright. For many people, the bathroom is a focus of renovation work and new products can turn a bathroom into a room you want to live in.

**Professor Richter, was it this positive prognosis which persuaded you to give up your chair at the University of Ulm and move to Duravit?**

Richter: I was mostly excited by Duravit as a company—by its innovation, its growth and its increasing internationalisation. The people I am working with are also important to me. I am convinced that Duravit has the best management team in the industry.

**You have now had the opportunity to gather some first impressions. What are you looking forward to most?**

Richter: I am most looking forward to writing more chapters in the success story. But we cannot afford to relax. We need to live out our brand promise to our customers on a day-to-day basis. I think market and customer focus are really important.

**Is it not time to be changing the focus?**

Richter: It is not about changing the focus to prove that there has been a change in the company management. It is more about focussing more on important issues such as growth and increased efficiency.

**Mr Kook, will your departure not mean a lot of knowledge on these subjects is lost?**

Kook: Although I have stayed on board at Duravit for a while, many of my colleagues have so, too. We have a number of experienced and, more importantly, passionate employees. It is not as if I sit and make all the decisions alone in private. Especially when it comes to important projects, we work as a team made up of the board and managers from all the different departments.

**Are you just as committed to your targets for your retirement?**

Kook: For me, the most important thing is to spend some time with my wife, who has been very generous in putting up with me spending far too much time at the office. I also plan to do a bit more sport. You might just see me jogging or riding a motorbike a bit more often in future. At the same time, I'd like to work on my language skills and learn a musical instrument—God willing, of course.

**Professor Richter, finally, could you tell us whether you have already renovated your bathroom?**

Richter: Not yet, but when I decided to take over as chairman of Duravit, the first thing I did was to order a SensoWash Starck 3 WC just to get a better idea of the sales process. I had no idea that I was buying a product that I now believe will quickly become the standard for all premium bathrooms. SensoWash has the potential to become one of our highest-earning areas. This is why we are continuously developing it and are able to present the new generation of products at this early stage. I don't want to miss out on SensoWash at home.