

CURRICULUM VITAE

THILO KOEPPE

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SYNOPSIS

- Master in Engineering (MSc), Master in International Management and Business Administration (MMI).
- >15 years of executive management experience in the D2C, B2B and B2C environment of S&P 500 as well as medium-sized enterprises with >10 years of experience as member of executive boards.
- >25 years of international experience in optimizing the entire business value chain including R&D, procurement, operations, A/S service, controlling and HRM to drive new market developments & expansions.
- P&L responsibility of up to USD 200Mio per anno. Staff responsibility of up to 1,100 people.
- Proven track record in Business Continuity, Change and Transformational Management.
- Digital native with project lead experiences in ERP and eCommerce implementations.
- Authentic, inspiring, compassionate and collaborative leader with strong ethics thriving to work in challenging environments while maintaining a high level of resilience.
- Multi-disciplined analytical and problem-solving skills driving clear objective settings and sustainable results.
- Strong leadership and team building capabilities in European as well as Asian multicultural environments driving agile excellence.
- Effective communicator with excellent relationship building and interpersonal skills.
- Entrepreneurial thinker with a start-up mindset.
- ESG ambassador also reflected by founding the very first industrial inclusion workshop for the intellectually and mentally challenged in China.
- Expert panel invitations and Guest Professor assignments at various universities.

PERSONAL CLAIM

My personal objective of constant professional progression is facilitated by a passionate, inspiring, team oriented and transformational leadership style maximizing sustainable growth by empowering intrinsically motivated and agile teams. Comprehensive international expertise in top executive management roles and responsibilities along the entire value chain of competitive and dynamic business environments has been shaping my profile and business instincts.

PROFESSIONAL EXPERIENCE

06/2022 to now

BRAINFORCE AG

Member of the Board
Switzerland/Germany

BRAINFORCE AG was founded in 1975 as a pioneer in interim management and today has access to a pool of >6,500 verified experts who can usually take on even the most demanding mandates within 1-3 weeks.

Under my leadership, BRAINFORCE AG has been expanding its product portfolio by E.X.P.E.R.T.³-Solutions® offering innovative and highly efficient business development programs with straight-forward implementation. E.X.P.E.R.T.³-Solutions® merges the method of cybernetic networking of existing knowledge (Excellerator) with an agile and highly sustainable implementation (Activator) as a guarantor for high-quality and rapid results.

06/2021 to 05/2022

**Horst Brandstätter Group
Business Unit Playmobil**

**Institut für systemisches Management und Organisation
ISMO GmbH**
Lead Consultant
Germany

ISMO is a business partnering organization specialized and dedicated to develop sustainable corporate structures, design meaningful leadership, develop identity-building products, realize human-centric digitization, and to shape trendsetting and sustainable changes withing MNEs as well as SMEs.

Engaged as project leader bringing the Horst Brandstätter Group (German toy manufacturer operating under the trademark Playmobil—www.playmobil.com) into China, the second largest and most competitive toy market globally. The mandate was to grow a highly profitable top line from almost zero to EUR 40Mio by 2025 through an innovative phygital D2C market approach with an innovative consumer experience concept as well as a Creative Play academy for the nurturing of 21st century social skills. The project peaked with the opening of the first Playmobil Experience Centre in Shanghai including an Inclusion Café for inclusive employment of colleagues with disabilities.

06/2015 to 05/2021

HUBER+SUHNER (Shanghai) Co., Ltd.
Managing Director North Asia
Shanghai/PR China

HUBER+SUHNER is a global market leader in connectivity solutions, developing and manufacturing components and system solutions for electrical & optical transportation of data & energy generating annual sales of USD 830Mio. The products and solutions deliver high performance, quality, reliability & long operational life even under harshest environmental conditions. The company serves customers in the communication, transportation and industrial markets with cables, connectors, cable systems, antennas and other passive components with an outstanding expertise in radio frequency, fiber optics and low frequency technologies. The three core technologies are operating as individual divisions. With 4,800 employees worldwide, HUBER+SUHNER is registered at the Swiss Stock Exchange.

REPORTING TO:

COO GLOBAL SALES, HUBER+SUHNER AG, SWITZERLAND

SUBORDINATES/ DIRECT REPORTS: >1,000/ 13

- Managing Director for North Asia region (NAS) including China, Hong Kong, Japan, South Korea, and Taiwan with a team responsibility of >1,000 employees.
- Full P&L responsibility with a revenue of USD 200Mio in Asia (out of USD 830Mio globally).
- Putting the NAS region on a sustainable growth path (Top Line CAGR of 10%, Bottom Line CAGR of 22% since date of joining) by fostering key accounts, expanding into new strategic markets (e.g. new energy vehicles, 5G communication, aviation) and developing new products with a market differentiation.

- Managing 4 divisional P&Ls rolling up into a consolidated regional P&L. Defining annual budgets in conjunction with the divisions and manage the profitability of regional operations.
- Annual rolling 5 years business planning in conjunction with the COO global sales and divisional management.
- Proactive and consistent BCM e.g. allowing H+S to be amongst the first companies in China to restart operations during the COVID pandemic.
- Continually translating markets trends into business opportunities while driving product transfers and localizations.
- Creating a high impact sales force and developing top level relationships with key accounts.
- Ensuring positive brand awareness and image as well as exemplary customer service, satisfaction and quality performance by driving holistic value chain improvement programs (VAVE).
- Received the Gold Core Supplier Award by Huawei four years in a row.
- Upgrading the local operation into an entrepreneurial entity with full regional business ownership and responsibility by personal coaching and enabling of the local leadership team (ECoE program).
- Building up of local R&D capabilities and driving customer innovation projects.
- Driving operational efficiency and productivity improvement programs including automation and digital transformation.
- Developing the company into a TS16949 certified Tier 1 supplier to the automotive OEM industry. Today the China setup is the Automotive Center of Competence of the global HUBER+SUHNER group.
- Rolling-out global supply chain excellence and S&OP programs.
- Promoting and upholding a high standard of moral and ethical conduct. Developing and driving the regional CSR agenda. Receiving multiple CSR awards.

REASON FOR JOINING:

HUBER+SUHNER offers a holistic regional operational footprint including R&D and manufacturing employing more than 1,000 employees generating a revenue of USD 200Mio in the region. Solid mid-to long-term strategic approaches combined with a people centric company culture provides room for entrepreneurial maneuver. Furthermore, HUBER+SUHNER enjoys an excellent brand value and a sophisticated product range serving various vertical industries while operating in a challenging market environment.

REASON FOR NEW ORIENTATION:

Effective January 1st, 2021, HUBER+SUHNER launched a new global organizational structure with a reduced number of Executive Group Management (EGM) positions as well as an abolishment of the regional matrix dimension. Consequentially, as an EGM candidate, my next career step within the group has been pushed out by at least 3-5 years while a meanwhile side-step is not in line with my professional development ambitions.

10/2012 – 05/2015

AMETEK Inc.

Member of the Division Executive Board

Vice President Precision Motion Control Asia Pacific

Managing Director Dunkermotoren (Taicang) Co., Ltd.

Shanghai/PR China

Being a public listed S&P 500 company, AMETEK, Inc. (USA) is a leading global manufacturer of electronic instruments and electromechanical devices with annual sales of USD 4.0B. AMETEK employs ~14,000 specialists working at more than 100 manufacturing facilities and sales & service centers in the United States and around the world. In April 2012, AMETEK acquired Dunkermotoren GmbH (Germany), a worldwide leading manufacturer of drive solutions based on brushless DC servo motors, brushed DC motors complemented by components of a modular system such as planetary- and worm gearboxes, brakes and servo components. Dunkermotoren employs ~1,000 people worldwide.

REPORTING TO: VP AMETEK PMC DIVISION/USA, CEO DUNKERMOTOREN
GMBH/GERMANY

SUBORDINATES/ DIRECT REPORTS: 350/ 13

- Vice President of the AMETEK Inc. Precision Motion Control Division (PMC) and Managing Director of Dunkermotoren (Taicang) Co., Ltd.
- Full P&L responsibility (USD 80Mio in Asia out of USD 400Mio globally) with strong focus on bottom line improvement through VAVE, efficiency and localization programs.
- Strategic consolidation of existing business units on all operational levels to leverage on synergy effects e.g. in product development, supply chain, and routes-to-market.
- Development, implementation and executional management of strategic business plans for Asia while driving local business initiatives and tactics.
- Coordinating and driving improvement programs in the fields of customer service excellence resulting into significantly improved customer loyalty and intimacy.
- Development of objectives, policies and programs for strategically aligned marketing and sales activities including review of product lifecycles, innovation processes, market research, and field sales efficiency with focus on profitable top line growth.
- Driving product-engineering activities including development, design and improvement of new and adapted solutions.
- Development of objectives, policies and programs to optimize operations ensuring on-time delivery of products and services at best cost situations (e.g. in the domestic transportation and renewable energy market).

SIGNIFICANT HIGHLIGHTS:

- Defining and implementing a blueprint for strategic consolidation of the three business units of PMC in APAC with focus on business growth and cost savings utilizing scale effects.
- Forming a highly agile team deriving from three highly diverse legal entities.
- Growing the top line profitably from USD 68Mio to USD 80Mio in <3 years.
- Development of the first local drive for Dunkermotoren and bringing it to mass production.
- Establishment of a 'Customer Intimacy Program' for the major accounts (e.g. loyalty program, joint development initiatives, VMI, ...).

REASON FOR JOINING:

AMETEK attracted as an S&P 500 enterprise being listed at the NYSE. After doing an executive Master of International Management at the University of Phoenix, working at an American MNE applying the acquired academic knowledge was a logical next career step.

REASON FOR LEAVING:

Throughout my career, providing employees as well as the company with a long-term vision supported by mid-term tactical and well communicate business plans has been a successful recipe for sustainable success. Unfortunately, AMETEK turned out to be a business cultural mismatch as EPS driven short-term actions on a quarterly basis did not comply with my understanding of leadership and entrepreneurship.

05/2011 – 09/2012

Schiedel GmbH & Co.KG (a company of the MONIER Group)
Member of the Executive Board
Managing Director
Munich/Germany

Schiedel is the market leader and largest supplier of chimney systems to the residential building market in Europe embedded into the MONIER Group, a global specialist in pitched-roof products and roof system components. With ~1,700 employees, Schiedel generates an annual turnover of approx. EUR 170Mio. Apart from the chimney core business, Schiedel started focusing on energy efficient building solutions in the area of ventilation as well as heating systems using regenerative energy sources (biomass) back in 2010.

REPORTING TO: CEO SCHIEDEL AG/AUSTRIA AND CTPO MONIER GROUP/GERMANY

SUBORDINATES/ DIRECT REPORTS: 600/ 8

- Managing Director Schiedel/Germany and member of the Executive Board of Schiedel AG/Austria.

- Setting up the new business division Schiedel Energy Systems consisting of two individual business units 'Ventilation' and 'Stove & Heating' with a total turnover of EUR 15Mio in 2012 (FC) and a target of EUR 70Mio in 2016.
- R&D of innovative products in the area of ventilation systems with heat recovery as well as solar thermal supported prime biomass heating based on intense market research and thoroughly elaborated strategic business plans.
- Redefining and executing new processes along the existing value chain to prepare the organization for the successful development and deployment of new high technology products assuring reliability, market success, and profitability.
- Screening, analysis, and verification of potential acquisition targets.
- Strategic definition and execution of market launches in Germany, Austria, and various European countries.
- Collaboration with universities, certification bodies, and lobbying committees assuring technical as well as legal product compliance with prevailing governmental regulations.
- Cooperation with Schiedel country organizations to successfully tailor new products to local requirements in regard to technology, regulations, and customer demands.

SIGNIFICANT HIGHLIGHTS:

- Moving Schiedel from a supplier of mainly concrete chimney blocks to a provider of high technology heating and ventilation systems by upgrading the entire value chain including R&D, logistics, sales, and A/S management.
- Profitability of the Business Unit 'Ventilation' only 12 months after the initial product market launch.
- Receipt of the international renowned industrial 'Plus X Award' in the categories of 'Innovation, High Quality, and Functionality' for the newly developed AERA EQONIC line.
- Developing and launching a new prime biomass heating system for the residential market within 8 months.

REASON FOR JOINING:

This role provided the opportunity to build up a new and innovative business unit with the potential to transform the existing business model of a rather conservative and traditional organization. Furthermore, Schiedel offered the opportunity to sharpen my entrepreneurial skill set in the B2C area. This has been on my personal development plan since obtaining my Master of International Management in 2006.

REASON FOR LEAVING:

The business transformation at Schiedel would have required substantial investments into logistics and after-sales service the shareholders were not willing to make despite of a new product line gaining significant market attention already during the pre-launch phase. In addition, in October 2012, my wife and me simultaneously received attractive job offers for positions in Shanghai. Consequently, we made a joint and deliberate decision to move back to China

07/1996 – 04/2011

Career within the Weiss Group of Companies (a company of the Schunk Group)

As a member of the Schunk Group, the Weiss Group is an internationally highly successful niche player in the field of environmental testing and hygienic air conditioning for industrial applications employing a total of 1,800 employees and achieving a total annual turnover of approx. EUR 300Mio (2011). The Schunk Group develops customized high-tech products and equipment in the areas of carbon technology and ceramics, environmental simulation technology and climate technology, sintered metal technology and ultrasonic welding technology with ~8,000 employees world-wide generating a revenue of EUR 1.14B (2016).

07/2008 – 04/2011

Business Unit Air Solutions & Weiss Klimatechnik GmbH Managing Director Reiskirchen/Germany

The Business Unit Air Solutions comprises of five legal entities being specialized on high-tech solutions for the air-conditioning of clean rooms (e.g. biosafety laboratories, food processing, pharmaceutical

production), operating theaters as well as telecommunication and data processing centers contributing with EUR 60Mio to the annual turnover of the Weiss Group.

REPORTING TO: CEO WEISS GROUP AND COO SCHUNK GROUP

SUBORDINATES/ DIRECT REPORTS: 267/ 11

- Full P&L (EUR 60Mio) and management responsibility for R&D, sales, and service operations.
- Moving Weiss from a machinery to a full solution provider while dividing operations into three dedicated process orientated business units: cleanroom, medical solutions, and IT cooling.
- Implementing a stage gate process in the R&D department to assure product fitness at reasonable costs, shortest time-to-market and efficient usage of (human) resources.
- Introducing a risk management process to secure highest profitability at low risks especially regarding high value projects with longer realization times.
- Transferring the service department from a re-active to a pro-active organization operating an own dedicated sales organization also servicing competitor installations.
- Converting the existing procurement department from a pure executional to a strategic operational unit.
- Intense negotiations with workers' council to smoothen the restructuring.
- Developing new business opportunities in Middle East, Russia, and Asia.
- Consolidating various PLC controller philosophies into one scalable future-orientated system.
- Leading regular board meetings with the management of the associated companies.
- Founding partnerships to consequently complement the full solution philosophy.
- Outsourcing of commodity products with little value added.

SIGNIFICANT HIGHLIGHTS:

- The BU Air Solutions was the only entity within the Schunk Group with a positive business development during the economic crisis in 2008/9.
- 2010 was the most successful fiscal year in the company's history with an increase of 32% in revenue turnover and >600% in EBIT.
- Restructuring of the associated company GWE turning losses in 2008 into a profit of EUR 2Mio in 2010.
- Obtaining a EUR 20Mio service order from Deutsche Telekom for converting existing mobile network switch stations to energy efficient cooling.
- Profitable and timely erection of a hospital in Novosibirsk/Russia made of 365 pre-fabricated functional modules...the largest project the BU Air Solutions has ever handled at that time.

04/2005 – 06/2008

Weiss-Voetsch China Co., Ltd.

Managing Director

Taicang/China

Weiss-Voetsch China (WVC) was founded at the end of 2004 as a Wholly Foreign Owned Enterprise with the mission to manufacture standardized environmental testing cabinets for the domestic Chinese market. WVC was the first Greenfield investment by the Weiss Group.

REPORTING TO: CEO WEISS GROUP

SUBORDINATES/ DIRECT REPORTS: 45/ 8

- Leading the local investment process of the subsidiary in China. Operational takeover in April 2005 as Managing Director (located in Taicang/ China).
- In charge of the entire operations with full investment, P&L, and strategic responsibilities.
- Establishing an organizational structure applying a flexible and process oriented working style effectively bridging cultural differences.
- Driving product localization, innovation and local branding based on intense market observations by forming a domestic engineering center.
- Expanding the local operations from production to customer service and direct sales.
- Implementing a HRM philosophy securing high professionalism and low staff turnover at reasonable costs.
- Establishing the domestic supply chain.
- Introduction of SAP Business One for controlling, production, procurement, and sales.
- Establishing a controlling system meeting German as well as local Chinese fiscal regulations.

- Dealing with local authorities on various levels.
- Starting OEM business with international players like ATLAS-MTS/US and Servathin/France.

SIGNIFICANT HIGHLIGHTS:

- Getting the investment into cumulative profitability within three years of operation while increasing the turnover by >110% YoY.
- Achieving a staff turnover <1% applying innovative and creative management techniques.
- Becoming a showcase investment for German small and medium-sized enterprises being recognized by the 'German Chamber of Commerce (AHK)' as well as the 'German Centre' in Shanghai.
- Founding member of the 'Taicang Roundtable', a fully registered entity with the mission to facilitate operations of German SMEs in the area of Taicang.
- Founding member of the AHK-supported 'Vocational Training Centre' in Taicang.

07/1996 – 03/2005

Vötsch Industrietechnik GmbH
General Manager Asia Pacific
Penang/Malaysia

Vötsch GmbH was acquired by the Weiss Group in 1995 as a market leader in the field of environmental testing equipment and industrial heating technology. Core customers mainly originate from the electronic and automotive but also pharmaceutical, biotechnology, and aerospace sectors.

REPORTING TO: CEO WEISS GROUP

SUBORDINATES/ DIRECT REPORTS: 12 (INDEPENDENT DISTRIBUTORS)/ 2

- Definition and execution of expansion strategies into new markets as well as new application fields such as accelerated life-time testing of active ICs.
- Vertical channel management via distributors in various Asian countries.
- Technical and commercial training of distributors.
- Identifying market trends to assure a strong technical leadership position in Asia.
- Tailoring marketing concepts to the respective areas based on intense market analysis.
- Customer briefings, technical consultation, and contract negotiations particularly for special customized testing solutions.
- Accompanying the process from technical definition, machinery design to the final commissioning at customers' sites.
- Maintaining direct relationships with key customers.
- Keynote speaker at various seminars dedicated to testing technologies.
- Publication of articles in professional magazines.

SIGNIFICANT HIGHLIGHTS:

- Increasing the revenue in Asia from EUR 2Mio to EUR 10Mio within 8 years.
- Developing an environmental stress-screening chamber for the Asian market, which is still today a main profit contributor to the Weiss Group worldwide.
- Positive business development also during the Asian crisis in 1997/8.

REASON FOR JOINING:

This role provided the opportunity of accompanying a true APAC regional role being based in Penang/Malaysia. As a hidden champion, Weiss/Vötsch develops and manufactures an outstanding range of high-tech testing machines being used in various industries providing a wealth of opportunities to grow business in a competitive environment.

REASON FOR LEAVING:

After more than 14 years working in a small and medium-sized enterprise in the B2B area it was time for a career move as I also have reached the end of the career path at Weiss/Vötsch at a relatively young age while still striving for more.

09/1994 – 06/1996

AESOP GmbH
Product & International Sales Manager
Stuttgart/Germany

As a spin-off company of the 'Fraunhofer Institute for Production Technologies and Automation (IPA)', AESOP developed a highly successful object-orientated software for discrete graphical simulation of material flow processes (virtual factory). Apart from developing the actual software, AESOP was specialized on conducting simulation studies for customers mainly from the industrial fields of automotive, logistics and chemistry. With 36 employees AESOP generated a revenue of ~EUR 20Mio (in 1996).

REPORTING TO: CEO

SUBORDINATES/ DIRECT REPORTS: NONE/ NONE

- Conducting system analysis, programming and process verification for various industries through simulation.
- Documenting results and presenting to core decision makers.
- Key account management of customers mainly from the automobile sector such as: Mercedes-Benz, BMW, Volkswagen, Porsche, and General Motors.
- Developing sales in Germany as well as Asia Pacific through qualified distributors.
- Definition of required features to be implemented in the software's source code for new releases.
- Programming of a generic shop floor batch processing simulation model.
- Co-developing a self-optimization simulation model based on genetic algorithms with IPA.

SIGNIFICANT HIGHLIGHTS:

- Business increase from EUR 5Mio to EUR 20Mio in two years.
- Simulating and verifying the SMART car production facility in Hambach/France.
- Simulating and verifying the final assembly line of the Mercedes A-class production in Rastatt/Germany.
- Successful introduction of discrete simulation into the Volkswagen Group.
- Guest lecturer for discrete simulation at the Mitsubishi University in Tokyo/Japan, Nanyang Technological University, Singapore and DAEWOO Information Systems, Seoul/South Korea.

REASON FOR JOINING:

AESOP was an intriguingly dynamic start-up company developing a revolutionary software solution offering high-level exposure to the conventional industry (e.g. automotive) domestically as well as internationally. After doing my master thesis at AESOP, I received this employment opportunity.

REASON FOR LEAVING:

During several project assignments in Asia, I intended to deepen my international working experience by being based within the APAC region. Unfortunately, AESOP was not in a position to offer a longer term overseas assignment. Almost out of the blue, I got a job opportunity from Weiss/Vötsch to build up the APAC business through various sales channels being based in Penang/Malaysia.

EDUCATION

- | | |
|-------------|--|
| 2004 – 2006 | Master of Management International at University of Phoenix, Arizona/US (grade A) |
| 1990 – 1994 | Master of Science in Automation Engineering at University of Applied Science, Ulm/Germany (grade 2.0/ B) |
| 1989 – 1990 | Military Service in Munich/Germany |
| 1980 – 1989 | A-level at Philip-Matthäus-Hahn High School, Echterdingen/Germany (grade 2.3/ B) |

ENGAGEMENTS

- 2005: Founder of Taicang Roundtable (Association of European SMEs in Taicang, PR China)
- 2008+: Guest Professor and Lecturer for International Management at various universities (irregular assignments, mainly during weekends):
 - School of International Business and Entrepreneurship, Steinbeis University Berlin and Tongji University, Shanghai
 - ESC Toulouse/France
 - Chien Shiung Institute Taicang/China

- Best practice speaker on management of WFOE in China at Management Circle AG, a leading provider of continuing education for professionals (discontinued)
- since 2010: Active Rotary Club Member, President Elect Rotary Club of Shanghai (2020/21)
- since 2014: Founder and Chairman of Taicang Sino-German Handicapped Technology Co., Ltd. (Inclusion Factory)
- since 2015: Member of the Board of Directors German Centre, Taicang

SKILLS

Languages

- | | |
|------------|-------------------|
| ▪ German | mother tongue |
| ▪ English | business fluent |
| ▪ Mandarin | beginner level |
| ▪ French | school level |
| ▪ Latin | certified Latinum |

System Skills

- | | |
|---|--------------------------------|
| ▪ Microsoft Office (Outlook, Excel, PowerPoint, Word) | excellent |
| ▪ Microsoft Teams | very solid knowledge |
| ▪ Salesforce CRM | very solid knowledge |
| ▪ SAP R/3 and Business One | user & process owner knowledge |
| ▪ MindManager | excellent |
| ▪ Windows, Mac OS X, Unix | very solid knowledge |

PERSONAL VITAE

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Mobile	:	+49 162 4348808
Family status	:	married, 3 children

INTERNET REFERENCES

AESOP GmbH	:	http://de.wikipedia.org/wiki/Plant_Simulation
AMETEK Inc.	:	www.ametek.com
BRAINFORCE AG	:	www.brainforce-ag.com
Dunkermotoren GmbH	:	www.dunkermotoren.com
ESC Toulouse	:	www.esc-toulouse.fr
German Centre Taicang	:	www.germancentretaicang.com
Horst Brandstätter Group	:	www.horst-brandstaetter-group.com
HUBER+SUHNER AG	:	www.hubersuhner.com
ISMO	:	www.ismogmbh.de
Management Circle AG	:	www.managementcircle.de
MONIER Group	:	www.monier.com
Playmobil	:	www.playmobil.com
Rotary Club	:	www.rotary.org , www.rotaryshanghai.org
Schiedel GmbH & Co.KG	:	www.schiedel.de
Schunk Group	:	www.schunk-group.com
SIBE, Steinbeis University	:	www.steinbeis-sibe.de
Taicang Sino-German Handicapped Technology Co., Ltd.	:	www.inclusion-factory.com
Vötsch Industrietechnik GmbH	:	www.v-it.com
Weiss Group	:	www.weiss-group.com
Weiss Klimatechnik GmbH	:	www.wkt.com