

Business year 2016

121st Annual
Shareholders' Meeting
of Georg Fischer Ltd

Invitation

Invitation

121st Annual Share- holders' Meeting of Georg Fischer Ltd



Wednesday, 19 April 2017

Start: 3:30 p.m.

doors open at 2:30 p.m.

IWC Arena, Breitenaustrasse 117, Schaffhausen

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Dear shareholders

It gives us great pleasure to invite you to the 121st Annual Shareholders' Meeting of Georg Fischer Ltd. It takes place on Wednesday, 19 April 2017, starting as usual at 3:30 p.m.; the doors will open at 2:30 p.m. For the first time in more than 20 years, however, it is being held in a new venue because the Stahlgießerei is being renovated and is therefore not available.

We will send you further details on the new venue for the Annual Shareholders' Meeting when we send the admission card.

We are able to keep the Annual Shareholders' Meeting in Schaffhausen because we have procured the IWC Arena, an excellent location.

We are confident that the new venue will provide the accustomed suitable surroundings for this important event. The IWC Arena is located in the Breite neighborhood of Schaffhausen, close to the town center. In the winter it is used as a skating rink and in the summer months as an event hall for a wide range of occasions and activities. It is easy to reach by public transport. The IWC Arena is run by the KSS Cooperative, in which the city of Schaffhausen has a majority share.

If you are not able to attend our Annual Shareholders' Meeting in person, you have, as in the past, a number of options: you may cast your votes on the reply coupon enclosed with this Invitation; you may cast your votes online; or you may delegate your votes to another person or persons, who may rep-

resent your votes in accordance with our Articles of Association. You will find further details on the reply coupon and in the section «Organizational matters» on page 12 and 13. Thank you very much for participating in the company's statutory business.

The abridged version of the 2016 Annual Report is also enclosed with this Invitation. You will find the full version of the 2016 Annual Report at www.georgfischer.com.

Thank you for your interest in GF. We are looking forward to a large turnout for the company's statutory business and hope we can welcome many of you at the 2017 Annual Shareholders' Meeting.

Kind regards
Georg Fischer Ltd



Andreas Koopmann
Chairman of the Board of Directors

Agenda items and motions

The Board of Directors of Georg Fischer Ltd is submitting the following agenda items and motions for discussion and resolution by the Annual Shareholders' Meeting:

1.
Report on the 2016 business year

1.1
Annual Report, Financial Statements, and Consolidated Financial Statements for 2016

Motion: The Board of Directors proposes that the Annual Report, containing the Financial Statements and the Consolidated Financial Statements for 2016, be approved.

Explanation: The full Annual Report contains the Financial Statements of the GF Corporation and Georg Fischer Ltd, as well as the Report to the Shareholders, the auditors' report on the Consolidated Financial Statements and the Financial Statements of Georg Fischer Ltd.

The full 2016 Annual Report may be inspected at the Corporation's headquarters and is available online at www.georgfischer.com. A short version of the full Annual Report for 2016 was enclosed with the personal invitation sent to registered shareholders.

A separate vote (see agenda item 1.2) will be held on the Compensation Report.

1.2.
Advisory vote on the compensation report for 2016

Motion: The Board of Directors proposes that the compensation report be approved (advisory vote).

Explanation: The 2016 compensation report explains the principles and elements of compensation at GF for members of the Board of Directors and the Executive Committee and contains all compensation that the company has paid to members of the Board of Directors and Executive Committee for the 2016 business year. The Compensation Report is part of the full 2016 Annual Report. The vote is advisory in nature.

2.
Appropriation of retained earnings for 2016 and dividend distribution

Motion: The Board of Directors proposes the appropriation of balance sheet profit in 2016 as follows:

Net profit for the year 2016	CHF	107'307'000
Earnings carried forward	CHF	945'831'000
Allocation to/reduction in reserves for treasury shares	CHF	-4'721'000
Retained earnings	CHF	1'048'417'000
Dividend payment CHF 20 per registered share	CHF	-82'018'000
To be carried forward	CHF	966'399'000

Explanation: The Board of Directors proposes that the Annual Shareholders' Meeting approve the retained earnings for 2016 and that a dividend of CHF 20 per share be distributed to the shareholders.

Subject to approval by the Annual Shareholders' Meeting, the dividend will be paid on 25 April 2017 to all shareholders who held shares of Georg Fischer Ltd at the close of trading on 20 April 2017. As of 21 April 2017, the shares of Georg Fischer Ltd will be traded «ex dividend», i.e. with no dividend entitlement for the 2016 business year. The dividend paid from retained earnings is subject to a 35% withholding tax.

3. Discharge of the Board of Directors and the Executive Committee

Motion: The Board of Directors proposes granting discharge to the responsible corporate bodies for activities in the 2016 business year.

4. Elections to the Board of Directors

Motion: The Board of Directors proposes the – individual – re-election of

- Hubert Achermann
- Roman Boutellier
- Gerold Bühler
- Riet Cadonau
- Andreas Koopmann
- Roger Michaelis
- Eveline Saupper
- Jasmin Staiblin
- Zhiqiang Zhang

Explanation: Pursuant to § 16.2 of the Articles of Association of Georg Fischer Ltd, the term of office of a member of the Board of Directors shall last until conclusion of the next Annual Shareholders' Meeting. Re-election is possible. Further information on the current members of the Board of Directors can be found on pages 8 and 9 of the Invitation.

5. Election of the Chairman of the Board and of the Compensation Committee

5.1.

Election of the Chairman

Motion: Subject to his re-election as a member of the Board, the Board of Directors proposes the re-election of

- Andreas Koopmann
- as Chairman of the Board of Directors until the conclusion of the 2018 Annual Shareholders' Meeting.

Explanation: Andreas Koopmann has been Chairman of the Board since 2012.

5.2.

Election of the Compensation Committee

Motion: Subject to their re-election as members of the Board, the Board of Directors proposes the re-election – individually – of

- Riet Cadonau
- Eveline Saupper
- Jasmin Staiblin

as members of the Compensation Committee until the conclusion of the 2018 Annual Shareholders' Meeting.

Explanation: Eveline Saupper and Jasmin Staiblin have been members of the Compensation Committee since 2015. Riet Cadonau is a new member of this Committee. The Board of Directors proposes independent members of the Board for election to the Compensation Committee. Given their personal and professional qualifications and background, they possess the knowledge and commitment necessary to realize the requirements made of the Compensation Committee by the law, the Articles of Association, and the Annual Shareholders' Meeting on behalf of the Corporation.

Subject to her re-election as member of the Compensation Committee, the Board of Directors will elect Eveline Saupper as Chairwoman of the Compensation Committee.

6.

Compensation of the Board of Directors

Motion: The Board of Directors proposes a maximum total sum of CHF 3'093'000 for remuneration of the members of the Board for the period from the 2017 Annual Shareholders' Meeting to the 2018 Annual Shareholders' Meeting.

Explanation: Further information on this motion can be found on page 10.

7.

Compensation of the Executive Committee

Motion: The Board of Directors proposes a maximum total sum of CHF 10'298'000 for remuneration of the members of the Executive Committee for the 2018 business year.

Explanation: Further information on this motion can be found on page 10.

8.

Election of the auditor

Motion: The Board of Directors proposes the election of

- PwC (PricewaterhouseCoopers AG), Zurich,

as the auditor for the 2017 business year.

Explanation: PricewaterhouseCoopers AG, Zurich, is an independent international firm of auditors with an acknowledged reputation.

9.

Election of the independent proxy for the 2018 Annual Shareholders' Meeting

Motion: The Board of Directors proposes the election of

- the law firm weber, schaub & partner ag, Zurich, represented by lic. iur. LL. M. Christoph J. Vaucher,

as the independent proxy until conclusion of the 2018 Annual Shareholders' Meeting.

Explanation: The law firm weber, schaub & partner ag, Zurich, represented by lic. iur. LL. M. Christoph J. Vaucher, ensures the requisite independence from the company for this task pursuant to Art. 728 CO. The mandate ends after conclusion of the 2018 Annual Shareholders' Meeting; in other words, the mandate shall apply to any extraordinary shareholders' meetings held prior to the 2018 Annual Shareholders' Meeting.

Following the Annual Shareholders' Meeting, supper will be served at around 6 p.m.

With kind regards
Georg Fischer Ltd

On behalf of the Board of Directors
The Chairman



Andreas Koopmann
Schaffhausen, 28 March 2017

Brief biographies of the Directors

Proposed for re-election:



Andreas Koopmann
Chairman of the Board

1951 (Switzerland)

Dipl. Masch.-Ing. ETH Zurich (Switzerland), MBA from IMD Lausanne (Switzerland)

Board Member since 2010, Chairman of the Board since 2012

Committees
Chairman of the Nomination Committee

Corporate Governance
Independent member

Professional background, career

Various positions in Swiss industrial companies (1979–1982); Vice President of Engineering and Production, Bobst Group, Roseland (USA) (1982–1989); various senior positions in the Bobst Group in Lausanne (1989–1995), as CEO (1995–2009); Chairman of Alstom (Switzerland) AG (2010–2012)

Other activities of governing bodies in listed corporations
Vice Chairman of the Board of Directors of Nestlé AG; Member of the Board of Directors of Credit Suisse Group AG (both Switzerland)

Further professional activities and functions
Vice Chairman of the Board of Directors of CSD Holding AG; Member of the Board of Directors of Sonceboz SA; Member of the Board of Economiesuisse (all Switzerland)



Gerold Bühler
Vice Chairman of the Board

1948 (Switzerland)

lic. oec. publ. University of Zurich (Switzerland)

Board Member since 2001, Vice Chairman of the Board since 2012

Committees
Member of the Audit Committee

Corporate Governance
Independent member

Professional background, career

Various positions at the Union Bank of Switzerland (now UBS) (1973–1990), ultimately as a Member of the Executive Management of the bank's investment company; Member of the Executive Committee of Georg Fischer Ltd (1991–2000); Member of the Swiss Parliament (1991–2007); President of Economiesuisse (2007–2012)

Other activities of governing bodies in listed corporations
First Vice Chairman of the Board of Directors of Swiss Life (Switzerland)

Further professional activities and functions
Chairman of the Board of Directors of Fehr Advice & Partners AG and of Meier + Cie AG; Board Member of Cellere AG (all Switzerland); Member of the European Advisory Council of J.P. Morgan



Hubert Achermann
Member of the Board of Directors

1951 (Switzerland)

Dr. iur, attorney, graduated in law at the University of Bern (Switzerland)

Board Member since 2014

Committees
Chairman of the Audit Committee

Corporate Governance
Independent member

Professional background, career

Legal advisor at FIDES Treuhandgesellschaft in Zurich (1982–1987); Heading the company's Lucerne office (1987–1994); Partner and Vice Chairman of the Board of Directors of the newly created KPMG Schweiz (1992–1994); joined the four-person Executive Board, where he was responsible for tax and law (1994–2004); CEO of KPMG Schweiz and performed several key roles for KPMG International (2004–2012); first Lead Director of KPMG International and Member of the KPMG Global Board (2009–2012)

Other activities of governing bodies in listed corporations
Member of the Board and Head Audit Committee of UBS Switzerland AG (Switzerland)

Further professional activities and functions
Chairman of the Foundation Board of Lucerne Festival, of Friends of Lucerne Festival, and of Stiftung Salle Modulable; Member of the Foundation Board of Ernst von Siemens Musikstiftung (all Switzerland)



Roman Boutellier
Member of the Board of Directors

1950 (Switzerland)

Dr. sc. math. ETH Zurich (Switzerland)

Board Member since 1999

Committees
Member of the Nomination Committee and of the Compensation Committee

Corporate Governance
Independent member

Professional background, career

Kern AG (1981–1987); Member of the Executive Management of Leica AG (1987–1993); Professor at the University of St. Gallen (1993–1998); CEO and Delegate to the Board of Directors of SIG Holding AG (1999–2004); Professor of Innovation and Technology Management at the ETH in Zurich (since 2004) and Member of the Executive Board of the ETH Zurich (2008–2015)

Other activities of governing bodies in listed corporations
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Further professional activities and functions
Chairman of Appenzell Cantonal Bank; Board Member of Ammann Group Holding AG and of Rychiger AG Steffisburg; Member of the Board of Trustees of Vontobel Foundation; Member of the Board of Center for Industrial Marketing, CIM (all Switzerland)



Riet Cadonau
Member of the Board
of Directors

1961 (Switzerland)

BA of Arts in Business and Economics, University of Basel (1985); MA of Arts in Economics and Business Administration, University of Zurich (1988) (both Switzerland); and INSEAD Advanced Management Program AMP (2007) (France)

Board Member since 2016

Committees

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Corporate Governance
Independent member

Professional background, career

Swiss Bank Corporation (now UBS) (1988–1989); various positions at IBM Switzerland (1990–2001), ultimately as Director of Global Services and Member of the Executive Committee; various positions as Member of the Executive Board at Ascom Group (2001–2005 and 2007–2011), since 2007 as CEO; 2005–2007 Managing Director and Senior Vice President at ACS Inc. (now Xerox); since 2011 CEO at Kaba Group (now dormakaba Holding AG) (all Switzerland)

Other activities of governing bodies in listed corporations
Member of the Board of Directors at Zehnder Group (Switzerland)

Further professional activities and functions
–



Roger Michaelis
Member of the Board of
Directors

1959 (Brazil and Germany)

Studied business administration at the University of São Paulo, post-graduate degree in management and strategy at Krupp Foundation, Munich (Germany), and Babson College (USA)

Board Member since 2012

Committees

Member of the Audit Committee

Corporate Governance
Independent member

Professional background, career

Various positions at Osram Group (1988–2012), ultimately as CEO at Osram Brazil and Head of Human Resources in Latin America (2004–2012); before CFO at Osram subsidiaries in India and Brazil; Partner and Director of Verocap Consulting, São Paulo (Brazil) (since 2012)

Other activities of governing bodies in listed corporations
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Further professional activities and functions
Managing Director and owner of Verocap; Chairman of the Board of Directors of Paulista Business Imp. Exp. Materiais Elétricos S/A São Paulo; Chairman of the Advisory Board of Bentonit União Ltd. São Paulo; CEO and Member of the Board of Directors of Celena Participações e Marketing S/A (all Brazil)



Eveline Saupper
Member of the Board of
Directors

1958 (Switzerland)

Dr. iur, attorney and certified tax expert, graduated in law at the University of St. Gallen (Switzerland)

Board Member since 2015

Committees

Chairwoman of the Compensation Committee

Corporate Governance
Independent member

Professional background, career

Legal and tax Advisor at Peat Marwick Mitchell (now KPMG Fides) (1983–1985); Attorney at Baker & McKenzie (1985–1992); Employee (1992–1994), Partner (1994–2014) and of counsel at Hom-burger AG (since 2014)

Other activities of governing bodies in listed corporations

Member of the Board of Directors of Syngenta International AG; Flughafen Zurich AG and Clariant AG (all Switzerland)

Further professional activities and functions
Chairwoman of Mentex Holding AG, Member of the Board of Directors of hkp group AG (until June 2017); Stäubli Holding AG (all Switzerland) and of the Hoval Group (Principality of Liechtenstein)



Jasmin Staiblin
Member of the Board
of Directors

1970 (Germany)

Double degree in electrical engineering and physics from the Technical University, Karlsruhe (Germany); Royal Institute of Technology, Stockholm (Sweden)

Board Member since 2011

Committees

Member of the Compensation Committee

Corporate Governance
Independent member

Professional background, career

Various positions at ABB, including in Switzerland, Sweden and Australia (1997–2006); Country Manager of ABB Switzerland (2006–2012); CEO of Alpiq Holding AG (since 2013)

Other activities of governing bodies in listed corporations

Board member of Rolls-Royce Holdings Plc (UK)

Further professional activities and functions

Member of the ETH Board; Member of the Board of Economiesuisse; Vice President Swisselectric (all Switzerland)



Zhiqiang Zhang
Member of the Board
of Directors

1961 (China)

Bachelor of Sciences from Northern Jiatong University, Beijing (China); MBA from Queen's University, Kingston (Canada)

Board Member since 2005

Committees

Member of the Nomination Committee

Corporate Governance
Independent member

Professional background, career

Various positions at Siemens (1987–2012), including President of Siemens VDO Automotive China (1999–2005), President of Nokia Siemens Networks Greater China Region (2005–2012); Senior VP of Sandvik Group, Head of APAC and President of Greater China Region (since 2012)

Other activities of governing bodies in listed corporations

Member of the Board of Directors of Dätwyler Holding AG

Further professional activities and functions

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Explanations regarding agenda items 6 and 7

Pursuant to the Articles of Association of Georg Fischer Ltd, the Annual Shareholders' Meeting shall decide on the prospective approval of the maximum possible compensation of the Board of Directors and the Executive Committee.

a) Total compensation of the Board of Directors (agenda item 6)

The 2016 Annual Shareholders' Meeting had approved the Board's motion of CHF 2'774'000 for the previous compensation period. The actual compensation came to CHF 2'523'000.

The new motion for the maximum total compensation of CHF 3'093'000 for the Board of Directors for the compensation period lasting until the 2018 Annual Shareholders' Meeting consists of fixed compensation in cash for each member of the Board and a fixed number of shares for each member.

Social insurance expenses are included in full. Calculation of the maximum total compensation is based on the same compensation principles as the previous year.

The calculation of the compensation to be paid in shares is based on the closing share price on the last trading day of the current business year. The calculation of the maximum total compensation for the new compensation period is based on a share price of CHF 1'200 (previous year's assumption: CHF 1'000). ¹

b) Total compensation of the Executive Committee (agenda item 7)

For the 2016 business year, the 2015 Annual Shareholders' Meeting had approved the Board's motion of CHF 9'412'000. The actual compensation came to CHF 8'320'000. For the 2017 business year, the 2016 Annual Shareholders' Meeting had approved the Board's motion of CHF 10'177'000.

The new motion to set the maximum total compensation of the five members of the Executive Committee (including the CEO) for the 2018 business year at CHF 10'298'000 includes:

- fixed, individual annual compensation in cash for each member for the next business year (approx. 35% of the sum requested);
- performance-related remuneration in cash (short-term incentive) for each member (approx. 30% of the sum requested); and share-based remuneration (long-term incentive) for each member (approx. 20% of the sum requested);

The benefits such as retirement and social insurance expenses (approx. 15% of the sum requested) are included in full. ²

The calculation of the maximum total compensation is based on the compensation principles that the Board of Directors adopted in 2016 and that are explained in detail in the Compensation Report. The calculation of the maximum total compensation of the Executive Committee for the 2018 business year is based on several assumptions with the highest possible figure. These assumptions are in particular:

- The calculation for the fixed, individual compensation includes a reserve for moderate salary increases.
- The calculation of the short-term incentive is based on achievement of the maximum targets (in the past the degree of achievement was always well below 80% of the maximum targets).
- The calculation of the long-term compensation is based on achievement of the maximum targets with respect to both the future share price and the maximum number of granted shares. This figure is dependent on the future trend of the parameter «Earnings per share».

Since the number of granted shares is now variable, the number of granted shares can be up to 50% higher than the previous year if all targets are exceeded. However, it can virtually be ruled out that all assumptions will top the maximum in the same year. Moreover, the total sum of short-term and long-term variable compensation is limited to 250% of the fixed annual compensation in accordance with the Articles of Association of Georg Fischer Ltd. The calculation of the compensation to be paid in shares is based on the closing share price on the last trading day of the next business year. The calculation of the maximum total compensation for the new compensation period is based on a share price of CHF 1'200 (previous year's assumption: CHF 1'000).³

1, 3 The assumption of a higher share price does not constitute a prediction based on anticipated business results. This calculation does not provide any guarantee regarding the company's future performance.

2 Social insurance expenses include CHF 398'000, which must be regarded as a solidarity contribution to the AHV/ALV, because the contributions do not entail higher benefits.

Organizational matters

Timelines and dispatch of documents (summary)

28 March 2017

Dispatch of the personal invitation to the registered shareholders along with the 2016 Annual Report (short version).

The personal invitation contains

- the access code for electronic registration and electronic voting on www.georgfischer.com/gv and
- the reply coupon with which you can register for participation in the Annual Shareholders' Meeting or issue your voting instructions in writing.

Please take care of these matters as soon as possible. This will simplify the work of the share register in preparing the Annual Shareholders' Meeting. Thank you very much.

11 April

Shareholders are entitled to vote if they are entered in the share register with voting rights on 11 April 2017.

12 April

The admission cards will be sent in the mail as of 12 April 2017.

13 April

Deadline for ordering an admission card. The deadline is deemed to be the date of receipt of your instructions by the company.

18 April

You may issue your voting instructions online until 4 p.m. on Tuesday, 18 April 2017.

If you issue your voting instructions in writing, they must reach us by Tuesday, 18 April 2017 (the deadline is deemed to be the date of postal delivery).

Annual Report and auditors' reports

The full 2016 Annual Report, containing the Annual Report, the compensation report plus the Financial Statements and the Consolidated Financial Statements for 2016 as well as the auditors' reports, was published on 28 February 2017. It is available for inspection at the headquarters of Georg Fischer Ltd, Amsler-Laffon-Strasse 9, 8200 Schaffhausen, and can be downloaded from the website of Georg Fischer (www.georgfischer.com).

Shareholders who are registered in the share register will be sent a short version of the Annual Report along with the Invitation to the Annual Shareholders' Meeting on 28 March 2017.

Voting rights and power of attorney

Shareholders are entitled to vote if they are entered in the share register with voting rights on 11 April 2017.

Shareholders who do not attend the Annual Shareholders' Meeting in person can, in accordance with § 9.2 of the Articles of Association, be represented by another shareholder entitled to vote or by the independent proxy (law firm weber, schaub & partner ag, Zurich, represented by lic. iur. LL. M. Christoph J. Vaucher, Postfach 22, 8024 Zurich). Companies can, in addition,

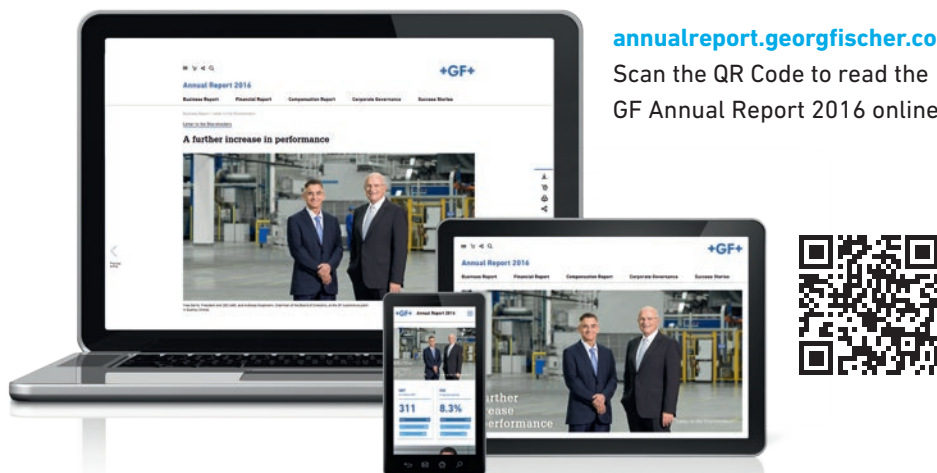
be represented by legal representatives or authorized signatories or other authorized proxies, while married persons may be represented by their spouse, minors and wards by their legal guardian.

In the period from 12 to 19 April 2017, no entries of registered shares will be made in the company's share register that entitle the holder to exercise voting rights at the Annual Shareholders' Meeting of 19 April 2017.

In the event that part of the shares listed on the admission card are sold, the shareholder no longer has any voting rights for these shares.

Restrictions on voting rights and power of attorney

Pursuant to § 4.10 of our Articles of Association, the total number of votes exercised by one person for his own shares and shares which he represents may not exceed 5% of the voting rights of the entire share capital. Persons bound by capital or voting rights, by consolidated management or otherwise acting in concert for the purpose of circumventing this provision are deemed to be one person.



annualreport.georgfischer.com/2016/en

Scan the QR Code to read the GF Annual Report 2016 online.

General remarks

Date of Annual General Meeting

Wednesday, 19 April 2017

Start: 3:30 p.m.

Doors open: 2:30 p.m.

Venue of the Annual Shareholders' Meeting

IWC Arena,

Breitenaustrasse 117, Schaffhausen

Directions

The IWC Arena is located in the Breite neighborhood, close to the town center. There will be shuttle buses from the Schaffhausen train station to the IWC Arena (a ten minute journey). Please look out for the signs at the Schaffhausen train station. GF employees will also be on hand at the station and at the bus stops.

Parking

Free parking spaces in the Breite area are limited. Please look out for the signs.

Return

Regular shuttle buses (every ten minutes) will take you from Breite to the Schaffhausen train station (a ten minute journey).

Language

The Annual Shareholders' Meeting will be held in German.

Contact

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www.georgfischer.com

Important dates

2017

19 July

Publication of
Mid-Year Report 2017

2018

28 February

Publication of Annual
Report 2017, Media
and Financial Analysts'
Conference

2018

18 April

Shareholders'
Meeting for fiscal
year 2017

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