Miele

Yesterday, today, tomorrow: **Immer Besser.**

Sustainability at Miele: Insights from 2025/2026



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Imprint

“Long-term success can only be achieved when you are wholeheartedly committed to the quality of your products.” This has been our brand promise since the company was founded by Carl Miele and Reinhard Zinkann in 1899. “Immer Besser” (Forever Better) became the concept underpinning our corporate philosophy.

More than 125 years later, “Immer Besser” focuses our endeavours on the issues that really matter. What does a product require in order to remain reliable over the long term and what environmental footprint will it leave behind during this period?

What decisions do we need to take in order to ensure that usage, care, maintenance and repair are seamlessly coordinated over the product’s long service life? And how do we integrate the requirements relating to function, materials and energy already at the development stage and during the manufacture of our appliances?

This brochure shows how we unite quality and sustainability in our thinking at Miele. We have selected a number of stories from 2025 and 2026 to present insights into our work and highlight the contribution we make across development, production and service to making this commitment a reality.



The Executive Board of Miele & Cie. KG (from left): Dr Markus Miele, Dr Axel Kniehl, Rebecca Steinhage, Dr Reinhard Zinkann, Dr Stefan Breit und Stefan Koss

You can find additional background information, goals and key figures on our website at miele.com/sustainability.


pioneering

What guides our **actions**

since 1899

Products and relationships that stand the test of time – we have always placed great importance on these. Our aim is to take responsibility for our employees, our customers, our partners and our planet. “Immer Besser” (Forever Better) creates big expectations that we aim to live up to every day.

The three key guiding principles of our sustainability strategy:

How we work

How we develop and design

How we decide

At Miele, we work together on quality and sustainability. They are the strategic points of reference that transform our commitment into concrete action. Three key guiding principles form the foundation of our sustainability strategy:

1. How we work
We strive to integrate sustainability aspects into our business processes and to continuously reduce the environmental impacts of our operations.

2. How we develop and design
Our ambition is to develop innovative products that deliver lasting value to our customers. We work towards designing products and components that support long lifetimes and a more circular use of resources.

3. How we decide
We take a holistic approach to sustainability and seek to balance environmental, social and economic aspects in our decision-making. We consider different perspectives, including those of our employees, customers and business partners.

Practical, real-world solutions
What also matters to us: Excellent products demonstrate their value in everyday use. That’s why we consistently align our development and design with this principle. This approach creates convincing solutions for everyday applications – at home and in professional settings.

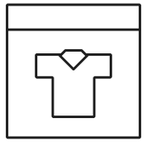
Miele received the accolade of the EcoVadis gold medal in 2026. A score of 84 out of a possible 100 points placed Miele among the best 2% of companies worldwide in the EcoVadis rankings at that time.

The EcoVadis ranking is based on standardised criteria in the areas of environment, worker’s rights and human rights, ethical standards and sustainable procurement.

Scan this QR code or click on it in order to display additional details and information about the evaluation methodology used by EcoVadis. The Ecovadis ranking does not represent a certification or a product label.

What **counts** for us

5,000
wash cycles
underpin our test programme
“Tested for the equivalent of
20 years’ use” to prove the reliability
of our washing machines.*



Miele tests most of its
household appliance series
for a usage period of
20
years.***

The appliances tested include dishwashers, washing machines, tumble dryers and washer-dryers, ovens and vacuum cleaners.



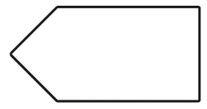
25 year
motor warranty

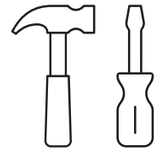
Has been standard for new washing machines, dryers and washer-dryers since 1 October 2025.**

100%
of the global electricity consumption at our locations has been generated from renewable energy sources on an accounting basis since 2021.

This is certified by guarantees of origin. The documentation verifies that the amount of electricity consumed by us was produced from renewable energy sources and fed into the public electricity grid. In 2025, we were already able to generate 17.4 GWh from renewable energy sources ourselves.

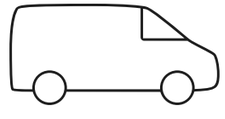
61%
of our dishwashers sold with an EU energy label achieved Class A energy efficiency in 2025.





Key Miele original spare parts
are available for at least
15 years
after series production has been discontinued – in many cases parts are supplied for even longer.****

87%
of service visits worldwide were brought to a successful conclusion on the first visit in 2025.



* During development phase of the washing machine series W1 and W2 Miele has tested models & core components with 5000 wash cycles (= 5 washes per week for 50 weeks p.a.) in various programs. More: miele.com/20years.

** See warranty conditions for the scope and conditions at miele.de/25jahremotorgarantie.

*** During development phase of the W1 and W2 washing machines, T1 and T2 dryers, WT1 washer-dryers, G 7000 and G 5000 dishwashers, Blizzard CX1 and Guard vacuum cleaner series, H 7000 ovens, DG 7000 steam cookers and KM/KMDA 7000 hobs, Miele tested the functionality of core components in tough endurance tests. The aim of these tests conducted by Miele is to simulate average usage over a period of 20 years. This does not represent any assurance or guarantee of a durability. Find out details of the test setup and methodology at miele.com/20years.

**** Depending on the relevant product and market.

It’s all about **usage**

Take a look at Miele’s greenhouse gas emissions

83% of our greenhouse gas emissions in 2025 were generated during the usage phase of the products sold. That’s precisely why the energy efficiency of our products in everyday use plays a key role for us.*

* Scope 3.11. Further information on the greenhouse gas footprint and methodology can be found in the Miele Sustainability Report 2025.

Energy and water generate costs day in and day out every time a programme runs. The story’s the same whether it’s the household dishwasher or the fast wash cycle in a restaurant kitchen. Efficient usage is the key factor.

We don’t just analyse special eco-programmes but also cycles that are used very frequently. Take the automatic programme for instance. The cycle has been designed to produce maximally low water consumption. This is a key factor in how efficiently an appliance operates over a long period.

10% below the threshold for Class A
The Series G 76XX dishwashers are 10% under the threshold for energy efficiency Class A (0.543 kWh). This represents particularly efficient use of resources. Power consumption, running time and temperature are attuned to each other in order to avoid unnecessary energy use.

AutoOpen reduces energy consumption
The AutoOpen function supports the drying process by automatically opening the door to the dishwasher at the end of the rinse cycle. Air circulates effectively and residual dampness evaporates. This means that the hot phase can be switched off at an earlier stage and energy consumption is consequently reduced.

Overview of consumption values
The Consumption Dashboard of the Miele App allows the dishwasher’s energy and water consumption to be easily monitored – by the week, month or year – and it provides a comparison with the average of all other users. This is a fun way to encourage low-energy use of a dishwasher while giving a host of other tips and support.

Convenience through automatic dispensing
Many appliances in the G 7000 generation feature the automatic dispensing AutoDos with integrated PowerDisk. This precisely measures the required amount of powder detergent, prevents excessive or insufficient dispensing and thereby delivers consistently good cleaning results.




reliable

Star attraction at the showground

When smoke rises out of the small stovepipe, many of the spectators stand captivated and look on in amazement. A historic washing machine brings engineering history to life at the showground in Burgdorf-Schillerslage, Lower Saxony.

Wolfgang Heldt makes the much-loved attraction ready for its annual showcase appearance. He shovels in the coal, stokes the fire – and the drum starts to turn slowly. The superannuated Miele washing machine is presented here as a fully restored unique demonstration model. And lo and behold, it actually produces clean washing. The machine is nearly 100 years old and still operating reliably.

The historic drum washing machine has become a legendary attraction with cult status at the local fire brigade's annual threshing festival in Burgdorf-Schillerslage. Every year, several thousand enthusiasts from the area around Hanover come together to experience the thrill of seeing agricultural machinery from yesteryear in action. However, there's nothing quite like the old washing machine to capture showgoers' imagination as it faithfully continues to do its job.

Restored with loving care and experience
Wolfgang Heldt deserves a huge vote of thanks for his devoted work in ensuring that the machine continues to perform washing duties despite its venerable age. The professional farrier and former chairman of the Friends' Association for the Local Fire Brigade restored the model with loving care and commendable attention to detail after it had been donated to Schillerslage as a gift in the early 1990s. The washing machine weighs in at around 400 kilograms.



They restored the washing machine with a great deal of patience and loving attention to detail (from left): Uwe Adlunger and Wolfgang Heldt with Heiner Wehrs, Chairman of the Friends Association for the Local Fire Brigade Schillerslage.

To move it, a fork-lift is needed. Nevertheless, Heldt's primary focus is on the machine's intrinsic values, in other words the engineering. "The machine runs on coal, is quickly fired up and runs so quietly that you can easily have a conversation while it's working," he enthuses.

Meeting between past and present
Wolfgang Heldt particularly likes observing the visitors' reactions. Many of them find it difficult to believe that the machine still gives a good wash after so many decades. "Some of them say that this is typical Miele: The machine is ancient but it's still running," comments Heldt with a smile.

A remarkable find with universal appeal
The extraordinary washing machine has meanwhile attracted acclaim throughout Germany. The commercial coal-fired washer from Schillerslage came out as the clear winner following a national search by Miele Professional for the oldest functioning commercial washing machine.

Part of corporate history
When the winner's certificate was presented, Michael Arendes, Marketing Manager of Professional Laundry Technology at Miele Germany, highlighted the importance of machines like this for the company's history. The machine originates from the first generation of commercial laundry technology. From 1924 onwards, similar models were supplied to hotels, hospitals, sanatoriums and launderettes.

Today, the unique relic in Burgdorf-Schillerslage continues to provide a living connection with the company's heritage past. The one-of-a-kind original has a coal-fired furnace, stovepipe and brightly polished surfaces, and is nearly 100 years old. It will undoubtedly be a star attraction for visitors once again next year – when Wolfgang Heldt punctually sets the machine in motion on the day of the threshing festival.





Whether it relates to standards testing with 100,000 door-opening cycles (bottom left), application of the enamel coating (bottom right), or scratch-resistance endurance testing (top), every step in production and quality assurance for our ovens is carried out with precision while being subject to careful monitoring.

Tested for **everyday use**

A delicious aroma of freshly baking food wafts out of the oven, clean dishes are unloaded from the dishwasher, crumbs disappear into the vacuum cleaner and the washing machine just keeps on turning cycle after cycle. Small moments that everybody is familiar with.

Domestic and commercial appliances often play a key role in everyday life over many years and become firmly embedded in well-established daily routines. This creates an unambiguous expectation: They need to run flawlessly. Day in and day out.

As far as we're concerned, durability starts at the stage of product development. It begins with the selection of materials and the design, through to internal testing of long-term endurance under realistic everyday conditions.

Anybody taking a look at our test laboratory gains a vivid insight into the concrete meaning of "tested for the equivalent of 20 years' use"*. Appliances run in continuous operation, programmes are restarted time and again, components are systematically subjected to stress.

Tests like this during development already put most of our household-appliance series* through their paces at an early stage. We use these tests to simulate average usage in a household. The results are channelled into key decisions: How should we design? Which material do we select? What technologies will we be using?

Use products for longer rather than replacing them prematurely

Using household appliances for as long as possible makes sense not least from an environmental perspective. This was demonstrated in a study** commissioned by the German Environment Agency in 2025. According to the study, it's frequently not worth exchanging older domestic appliances for new, more energy-saving models purely on grounds of higher efficiency if they are being deployed under average usage conditions. This is because a new appliance doesn't simply generate new greenhouse gas emissions while it is running normally. Emissions are also caused during manufacture, transport and disposal.

* During development phase of W1 and W2 washing machines, T1 and T2 dryers, WT1 washer-dryers, G 7000 and G 5000 dishwashers, Blizzard CX1 and Guard vacuum cleaners, H 7000 ovens, DG 7000 steam cookers and KM/KMDA 7000 hobs, Miele tested the functionality of core components in tough endurance testing. The aim of these tests conducted by Miele is to simulate average usage over a period of 20 years. This does not represent any assurance or guarantee of a durability. Find out details of the test setup and methodology at miele.com/20years.

** Source: "Environmental and economic comparative assessment of household appliances" by the Öko-Institut (Environmental Institute), commissioned by the German Environment Agency, April 2025.



bundespreis
ecodesign

The Vooper design study was honoured with the **German Ecodesign Award 2025** in the “Concept” category. The prize is the highest national award for ecological design in Germany.

Modular construction:
The components can be easily separated, changed or developed further.

Single materials:
Dispensing with mixed materials simplifies separation and recycling.

Snap-fit and screw connections:
The components are fastened using screws or snap-fit connections so that the appliance can be easily taken apart and repaired.

Easy access:
The filter and rechargeable battery are simple to access and change.

Developing the **circular economy**

A cordless vacuum cleaner that can be taken apart like a modular building-block system? Something that initially seems rather unconventional offers a glimpse of how domestic appliances could be designed in future.

The Vooper is a design study that explores the issue of how to design domestic appliances so that their materials can be easily reused or recycled once their service life has come to an end.

The Vooper truly lives up to its name. It’s derived from “Vacuum Cleaner” and “Loop”. This perfectly expresses the concept that defines the machine. It has been designed for the circular economy. In concrete terms, this means that the vacuum cleaner has a modular design. The individual building blocks and components are made up of single materials so that they can be returned almost entirely to the material cycle at the end of their service life. The filter and rechargeable battery are easily accessible and can be changed easily by the users.

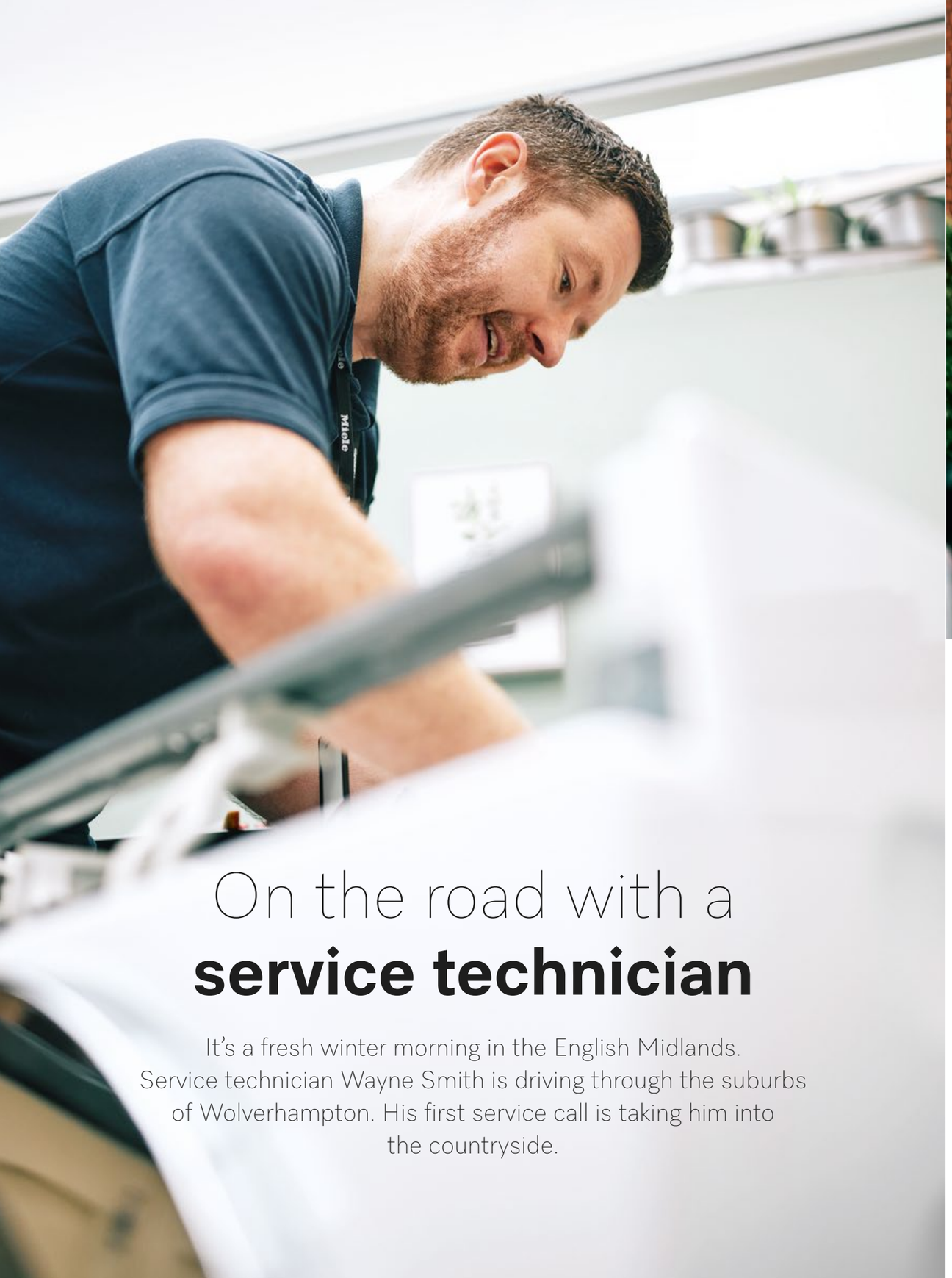
The Vooper is a design study and not a series product. In fact, it serves as a test bed for piloting approaches to design, identifying challenges and assessing the principles that could be transferred to other product areas in future.

The study highlights that designing for the circular economy is not something that only needs to be taken into account at the end of a product’s life cycle. Circularity needs to be integrated right at the start of the appliance’s journey.



Modular conceptualisation can be extended beyond the products themselves to the way they are showcased. One example of this is our **exhibition concept for the consumer electronics and home appliances trade show IFA 2025**. Individual stand elements can be reused, adapted and newly configured at different locations. It's not necessary to build a new stand from scratch for every trade show.


customer-focused



On the road with a **service technician**

It’s a fresh winter morning in the English Midlands. Service technician Wayne Smith is driving through the suburbs of Wolverhampton. His first service call is taking him into the countryside.



Wayne is travelling along narrow, hedge-lined country lanes and he frequently has to wait for oncoming traffic. His customer lives in a house on a former country estate. She gives him a friendly wave as she waits at the front door of the house. No sooner has the technician slipped protective covers over his shoes and stepped inside than she offers him a cup of tea – English hospitality at its best!

The technician quickly gets down to work. The washing machine has stopped spinning. The customer explains that the machine failed to spin in the previous wash and it has now come to a complete standstill. Wayne Smith unscrews the top cover of the machine and his suspicion is confirmed. The drawer dispensing the detergent is no longer completely watertight. Maybe there’s a leak? The customer is surprised that there’s not a flood in her utility room. There would only be a small leak, explains the service technician. “But Miele washing machines have been built so that they stop immediately if there is even a small leakage. This prevents them from causing flood damage.”

Repair and maintenance in a nutshell

He fetches the spare part from his van. It was delivered overnight from the warehouse in Abingdon and placed in the vehicle ready for his visit. The defective component is quickly changed. Beforehand, Wayne cleans the inside of the machine. “If the machine is already open, it’s a good idea to give it a thorough wipe. This makes a lot of sense because deposits and grime can lead to leaks.” Repair and maintenance go together hand in hand.

Wayne Smith has been working as a technician for more than 20 years and ten of those years have been spent at Miele. He's a versatile technician and takes care of anything from washing machines, dishwashers and coffee machines to dryers, microwaves and refrigerators. Wayne is familiar with the entire Miele range of domestic appliances. This particular machine is currently in the spin cycle – testing the machine is part of any service visit.

Wayne Smith engages directly with customers on all his service visits. "Lots of people tell me their life story and I then simply listen to them," he recalls. Over the years, he's become a good judge of people. Wayne has learnt to be empathetic, discretely maintaining a professional distance, even in the face of some strange situations. "Nothing surprises me any longer," he comments with a grin.

Highly distinctive in the red van

The next customer lives in a new residential development and her washer-dryer isn't working as it should. Wayne Smith quickly establishes that the appliance is not defective. The load was probably too heavy for the machine. One glance into the interior of the appliance also indicates that a pipe is blocked. After 17 years of continuous operation and with a dog as part of the household, this isn't really a surprise. He cleans out the pipe and explains the problem with the spin cycle. Then he puts the machine back together again and tidies up the area where he has been working.

Wayne Smith is one of around 2,400 service technicians across the world working for Miele in some 50 countries. Most of them are fitted with the company's now almost iconic red bus. This vehicle is a means of getting around and a warehouse all in one. It's filled to the brim with tools, testing equipment and spare parts for all kinds of appliances. The job often involves driving for long distances, sometimes having to visit remote areas.

Brand ambassador in action

"Our customers have very high expectations for the reliability and long service life of their appliances," explains Axel Kruse, Senior Vice President Customer Service at the Miele Group. "Especially if there's a defect, it's all the more important to provide exceptional customer service." All our colleagues working in service functions are important brand ambassadors for Miele because they also represent the company's promise of quality. They form a direct contact with our customer base, and service technicians play a key role in contributing to customer satisfaction. The company's mobile service organisation was established in the late 1950s when fully automatic washing machines were launched and this created a new demand for specialised expertise in order to carry out repairs. The early 1980s witnessed a drive to enhance the specialisation of service staff and this enabled service calls to be completed more efficiently and quickly going forward.

Satisfied customers are the best part of the job

Wayne Smith likes tackling the challenges presented by a faulty machine and he enjoys the pleasure of a successful repair. But he emphasises that the best part of his job is satisfied customers. Finally, he tells the story of a particularly gratifying experience. "Just before Christmas, I visited an old lady whose oven had broken down. She was in despair." The spare parts arrived in the nick of time and he was able to repair the oven on the morning of 24 December. "The lady was over the moon that she would be able to serve dinner on Christmas Eve. Her grateful thanks were a wonderful Christmas present for me."





Miele performs well with German consumer testing organisation **Stiftung Warentest.** The jury assessed the repairability of the Miele washing machine WWB 380 WPS 125 Edition as **“Good” (1.9)** in the 11/2025 test.* Moreover, Miele was the only manufacturer also to receive the score of **“Very Good”** for repair support in this appraisal.

* Stiftung Warentest investigated the repairability of a total of twelve washing machines from a range of different manufacturers on the basis of error message, availability of spare parts, costs, and the information provided on repair. Miele arranged impressive delivery of spare parts within two days and comprehensive documentation also for independent service providers.



Well prepared for maintenance, repair and updates

Around 2,400 service technicians across the world ensure that our appliances can be used reliably for as long as possible.

They are on the road whenever repairs or maintenance visits are necessary – in private households and in commercial settings. Digital solutions such as Remote Assist for rapid support through remote diagnosis, AI Diagnostics and instructions for self-help are also part of the service offering.

Our warehouse holds an inventory of around 70,000 original spare parts. They are supplied worldwide for at least 15 years after series production has been discontinued. This stock includes more than 500 spare parts that allow customers to carry out minor repairs themselves.

One project involves our refurbishing electronic components and returning them to the production cycle. The components originate from customer returns and from items returned by our production sites and our customer service operations. After careful troubleshooting has been carried out, we identify the electronic components suitable for the programme, repair them and then test them in the same way as newly manufactured electronic components. The Miele Refurbished Parts Programme sends components back to our customers throughout Europe.

Networked and up to date

Many of our appliances are now enabled for connectivity and updates. The Miele App plays a key role here. The AI Diagnostics function automatically identifies faults in appliances and puts forward appropriate solutions based on probabilities. The system also guides our customers through the process in stages so that they are generally able to solve most problems independently. This saves time, reduces the number of customer service visits and supports the long-term care and maintenance of the appliances.

The Miele App also facilitates access to the available software updates. New functions and improvements can be installed using the app – and the technical status of an appliance does not finish at the point of purchase.

For customers operating in a professional environment, we offer the platform Miele MOVE Connect. It networks Miele Professional machines, facilitates direct contact with the service department and analyses consumption data for water and energy.



united



Visualizations: 3D Vizual / Fælledby

Fælledby demonstrates **today** how we will live **tomorrow**

A new neighbourhood is taking shape in Copenhagen that is deliberately seeking to do things differently.

Right next to a large nature reserve, the residential project “Fælledby” is gradually taking shape. This is aptly named a “community town”. It is a place where people can jointly explore what sustainable living for the future could look like. And Miele is at the heart of it all.

Even an initial glance at the plans reveals that this project is about more than just creating living space. A warm and inviting neighbourhood is being created between the town centre and the natural landscape. Residents will be able to live the good life here for many years. This perspective defines the entire project – from planning the neighbourhood to the fittings and furnishings of the individual apartments.

This is where Miele comes into play. In Denmark, it’s common for apartments to be fitted with a fully equipped kitchen and domestic appliances when residents move in. Miele has been working together with the project partners – including PensionDanmark as the developer and Copenhagen’s urban development company By & Havn – to develop an approach that integrates household appliances into the vision of future living put forward by Fælledby.

A home with a vision

“Long-term sustainability and a responsible approach to materials and products are central to the project,” comments Dorte Andersen, Project Account Manager at Miele Denmark. “This is precisely the reason that Miele was chosen.” Another factor was the shared commitment to finding new pathways. Because this conceptual approach requires long-term, strategic thinking, innovative processes and close cooperation.

This is evident in each one of the individual apartments. Six models from the Discovery Series will be installed here: oven, hob, dishwasher, fridge-freezer, washing machine and dryer. Not so very unusual, you might say. The interesting part comes when one of the appliances cannot be repaired and the recall process is initiated. This is a package that residents can book as a separate service. Instead of disposing of the appliances, the aim is to check them over at a Miele service centre and – if possible – refurbish them. The plan is to make use of components from other returned appliances alongside new spare parts.

Any appliance that can no longer be used is dismantled and recycled. The materials and components recovered are returned to the material cycles. The objective is to create a system over the long term that keeps products in operation for as long as possible.

Real-life test for the circular economy
"This project involves us in working together to develop a concept that demonstrates how conceptualising a circular economy can work in everyday life," comments Dorte Andersen. "The idea focuses on appliances that can be used for a long time and repaired. They shouldn't simply disappear from the system once some aspect is not operating correctly."

A supplementary bonus for the first apartments is that they are equipped with Wi-Fi-enabled appliances. This feature was facilitated by an internal Miele sustainability grant awarded to Miele Denmark specifically for this project. It enables the models to be networked with the Fælledby systems. The harvested data provides insights into usage behaviour, energy and water consumption, and project lifetime. This is valuable information that can be channelled into the development of new and innovative solutions for the future.

Experiencing the future
Fælledby brings the circular economy to life and makes it more tangible. This is not an abstract vision but a practical design integrated within people's everyday lives. In the process of using their washing machines, dishwashers and refrigerators, the Fælledby community will be contributing to a new understanding of ways in which products can be used, repaired and reused. And perhaps also how more sustainable homes and lifestyles might evolve in the future.

Visualizations: 3D Vizual / Fælledby

Initiatives worldwide

The bond that unites us goes far beyond our routine work. Diversity at Miele is not simply high-profile during Diversity Week. It is part of our shared culture. This is evident when we take part in the Chinese New Year at Miele X in Amsterdam or celebrate Pride Month at various venues. However, diversity is also essential if we want to share our knowledge across national borders, learn from each other and develop together as a community – in training sessions, workshops and direct interaction. This is because learning is a fixed component of our routine working life.

Many of us are also involved in voluntary work within our local communities. For example, we support local initiatives, organise events or work together to champion social causes.

Small steps for environmental protection also make a difference, such as cycling to work, planting trees and collecting litter.

Social engagement, environmental campaigns, sharing diverse perspectives and cooperative learning bring our colleagues together proactively and such collaboration plays an important role in shaping our corporate culture every day.

















1. Colleagues meet up at Miele X in Amsterdam to celebrate the Chinese New Year.
2. The new training centre for our Professional Customer Service opened its doors in Lehrte in 2026.
3. Pedalling enthusiastically for the “Car to Bike” and “Bike to Work” campaigns in Germany, the Netherlands (photo) and Norway.
4. Green thumbs are an advantage: tree planting events in Canada (photo) and China.
5. Exciting exchange about strategy and application of Artificial Intelligence at Miele in the context of the company-wide Data and AI Summit in Gütersloh.
6. Regular campaigns relating to blood donation and stem-cell typing are held at various locations, including here in Euskirchen.
7. Miele celebrates diversity in many ways, including campaigns, employee communities and allyship initiatives.
8. Out and about with collection bags, litter grabbers and cheerfulness: Clean-up days in the United Kingdom (photo), Turkey and the Netherlands.

How we use **renewable energies**

Since 2021, we have been covering the global electricity consumption at our sites entirely with renewable energies on an accounting basis.

Certificates of origin confirm that we generate the equivalent amount of energy from renewable sources to cover our electricity consumption and feed it into the public grid.

We generate our own energy at several sites, for example using photovoltaic systems. The renewable electricity generated covers a proportion of the energy requirement there. In Germany, we operate photovoltaic plants in Arnsberg, Euskirchen, Gütersloh, Lehrte and Warendorf – with further facilities being prepared at other sites – and internationally in Belgium (Pelt), China (Dongguan), Italy (Riese Pio X), Poland (Ksawerów) and Romania (Braşov). There are also plants installed at some of our sales subsidiaries such as Belgium (Mollem), Netherlands (Vianen), Austria (Vienna), Switzerland (Spreitenbach, Crissier) and South Africa (Bryanston).

Geothermal energy is used as an energy source at Euskirchen, Gütersloh, Ksawerów and Oslo (sales subsidiary in Norway).

At the close of 2025, we were operating photovoltaic systems with a total installed output of some 13.5 MWp. On an accounting basis, this corresponds to the installed power of around 1,350 systems on single-family houses (assumption: plants with an output of 10 kWp on each house roof).

An overview of our overall energy mix and consumption is presented in our Sustainability Report 2025.

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