Our Key Performance Indicators

SUSTAINABILITY REPORT 2015

Miele
FOREVER BETTER

About the data

This document is a downloadable version of the Key Performance Indicators section of the Sustainability Report 2015. Similar to the online version of the Report, this version contains relevant key performance indicators as well as an overview and progress report for the company's strategic objectives. The GRI Index, the UN Global Compact Progress Report and the Declaration of Conformity to the German Sustainability Code can all be viewed in the online version of the Report.

The Report was created based on the "Core" option of the G4 Global Reporting Initiative (GRI) Guidelines. Wherever possible, it provides information that goes beyond the requirements of the "Core" option, in order to meet the information needs of stakeholders to the fullest possible extent. The document identifies the specific GRI-G4 indicator(s) in the margins next to the key performance indicators.

Unless otherwise indicated, all information contained in this document refers to Miele & Cie. KG and its affiliate imperial Werke oHG. This includes all German production and administration locations, as well as the German sales subsidiary. In addition, the Report provides information about all of the company's international production sites: Bürmoos (Austria), Uničov (Czech Republic), Braşov (Romania) and Dongguan (China). Some data from the international sales subsidiaries has been included. The reporting period comprises the financial years 2012/13 and 2013/14. The financial year-end is 30 June for each year. The contents of the Key Performance Indicators were finalised in March 2015.

Where necessary, the basis used for calculations is explained in a footnote to the corresponding graphic. Comments accompanying the graphics provide descriptions of significant changes over time and additional background information. Any discrepancies in percentage totals are the result of rounding. Gender-specific terms have been avoided for the sake of greater readability. The Key Performance Indicators for the Miele Sustainability Report 2015 are intended to replace the Facts & Figures from the company's 2013 Sustainability Report. In keeping with the two-year reporting cycle, the next Sustainability Report and updated set of key performance indicators are scheduled to be published in 2017.

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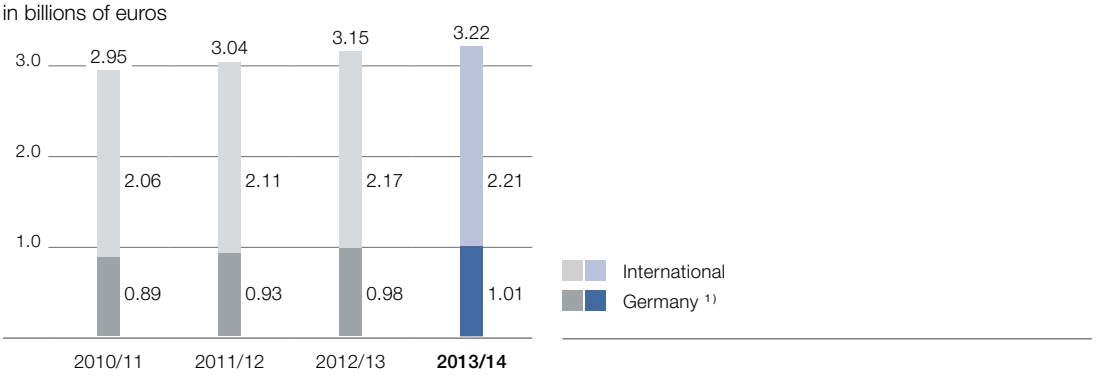
Total Miele turnover

in billions of euros



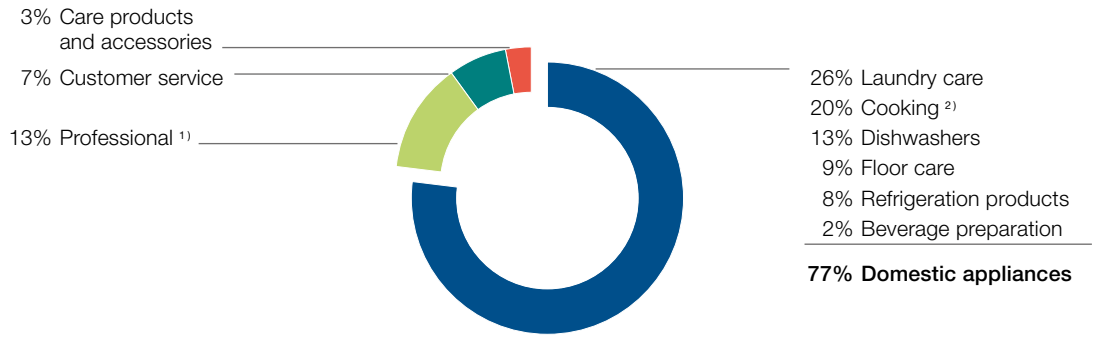
1) Incl. other turnover

Miele was once again able to increase turnover in the reporting period. In financial year 2013/14, the company generated turnover of 3.22 billion euros. Compared to financial year 2012/13, this was equal to an increase of 69 million euros and a growth rate of 2.2 percent. In financial year 2013/14, Miele turnover grew by 2.4 percent in the German market and by 1.9 percent abroad.

G4-9

Turnover by business division

Percentage of total turnover



2013/14

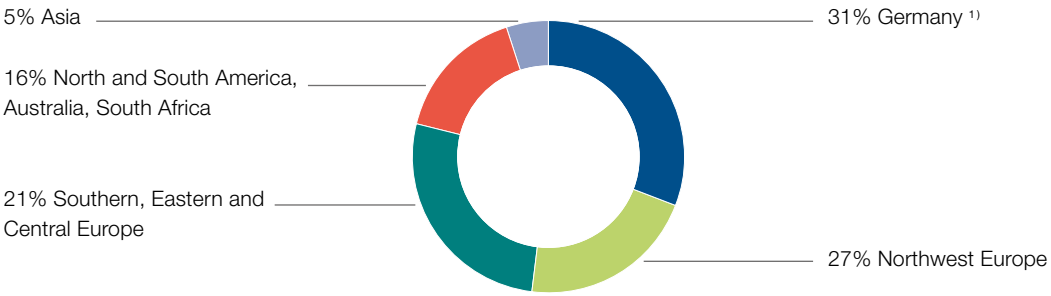
1) Commercial machines, service and spare parts; 2) Incl. cookers/ovens, steamcookers, hobs/cooking zones, cooker hoods.

At 77 percent, domestic appliances account for the largest portion of total Miele turnover. In financial year 2013/14, Miele benefitted from the worldwide rollout of new generations of built-in machines and laundry care appliances, as well as the global market launch of the Miele robot vacuum cleaner. The Miele Professional division generated turnover of 418 million euros. This was equal to a 3.9 percent increase and a 13-percent share of total Miele turnover.

G4-9

Turnover by region

Percentage of total turnover



2013/14

1) Incl. other turnover

Outside of Germany, Miele saw a 1.9-percent increase in turnover. Specifically in strategically important markets such as the U.S., China and Russia, Miele generated significant two-digit turnover growth in some cases. In Australia, the largest foreign sales market after the U.S. and Switzerland, Miele experienced disproportionately strong local growth. However, these gains were mostly negated by unfavourable exchange rates.

G4-9

Sales

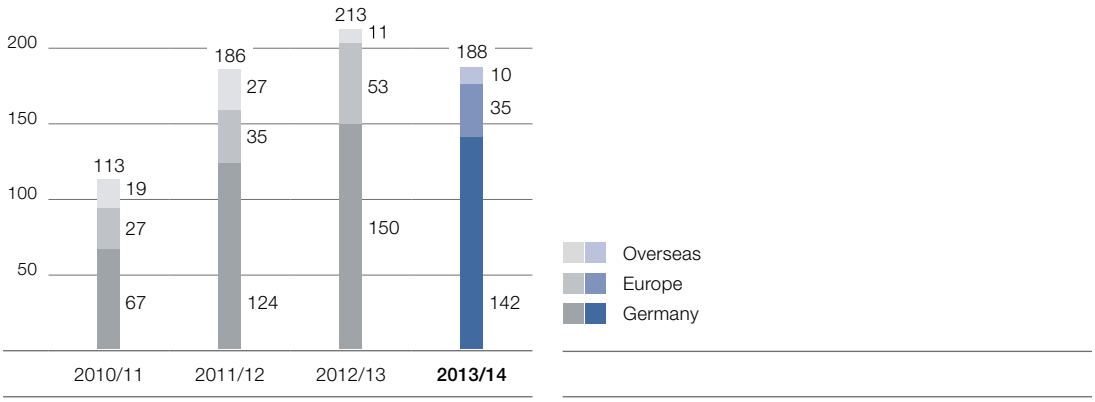
Quantity in thousands of units	2010/11	2011/12	2012/13	**2013/14**
Dishwashers	579	587	610	607
Cookers/ovens	266	269	287	290
Refrigeration products	315	306	310	302
Vacuum cleaners	2,001	2,012	2,085	2,151
Washing machines	803	781	801	782
Tumble dryers	317	338	343	338
Other [1]	567	577	638	633
Domestic appliances	4,848	4,870	5,074	5,103
Commercial machines	86	87	87	87
Domestic appliances and commercial machines	**4,934**	**4,957**	**5,161**	**5,190**

[1] Hobs/cooking zones, cooker hoods, steamcookers, microwave ovens, coffee makers, warmer drawers, rotary ironers

G4-EC1

Investments

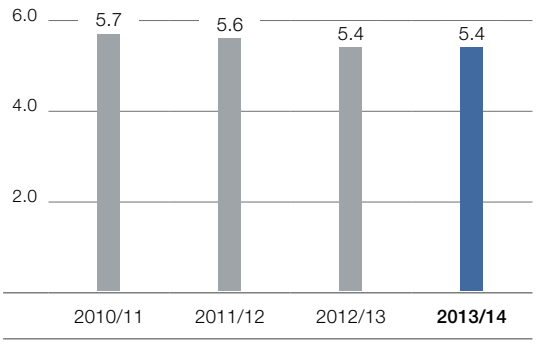
in millions of euros



The Miele Group spent a total of 188 million euros on investments in financial year 2013/14. This figure fell by 12 percent (25 million euros) from the previous year, in which Miele had posted a record high on the strength of the largest product and innovation offensive in company history.
Major focal points of the reporting period included the modernisation/conversion of production systems in several plants, the construction of new office buildings, and the expansion of the product distribution centre at company headquarters in Gütersloh.

Expenditures for research and development

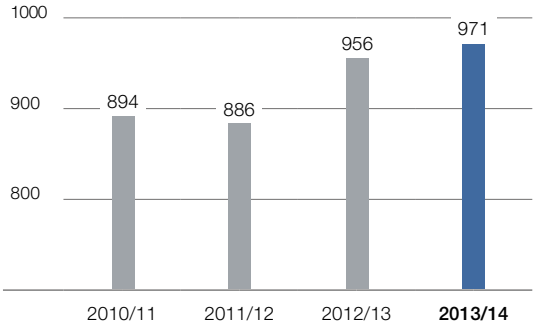
as a percentage of total turnover



G4-EC1

Personnel costs

in millions of euros



30%	29%	30%	30%	Personnel costs as a percentage of total turnover

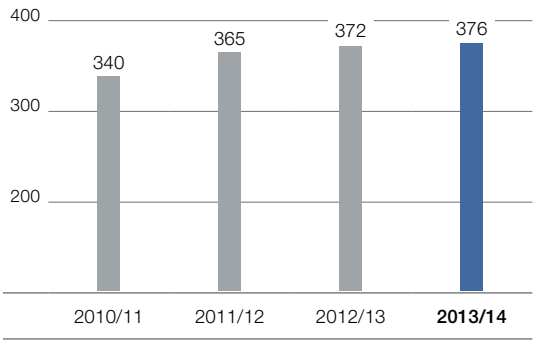
Personnel costs kept pace with total turnover. They once again accounted for a 30-percent share.

G4-EC3

G4-EC1

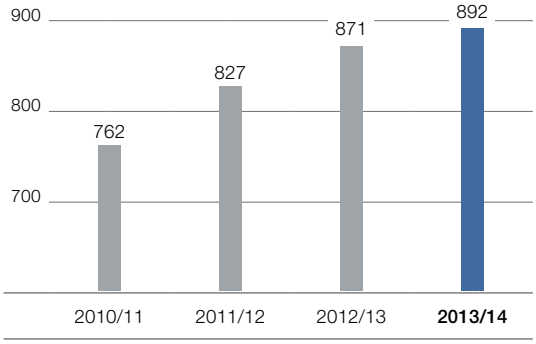
Pension provisions

in millions of euros



Payments to suppliers

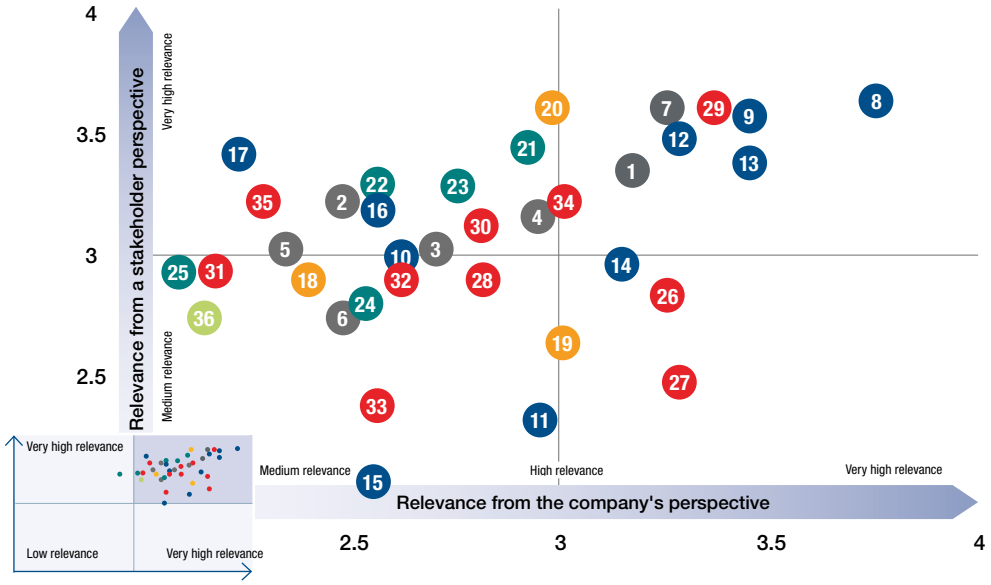
in millions of euros



The increase in payments to suppliers – 65 million additional euros in financial year 2013/14 – from financial year 2011/12 is the result of changes to the product mix as well as higher materials prices.

Materiality analysis

G4-18
G4-19
G4-27



Strategy and management

1 Sustainability strategy
2 Sustainability management
3 CR risk management
4 Compliance management
5 Stakeholder dialogue
6 Sustainability communication
7 Compliance with social and ethical standards

Products

8 Efficiency-enhanced products
9 Durability and reliability
10 Gentle processes
11 User comfort
12 Products free of harmful substances
13 Product safety
14 Hygiene and cleaning performance
15 Smart Grid technology
16 Resource-efficient products
17 Recycling/disposal

Supply chain

18 Raw material sources, local procurement
19 Supply certainty/ resource availability
20 Supplier adherence to environmental and social standards

Processes

21 Energy efficiency in production and infrastructure
22 Climate protection
23 Resource efficiency in production
24 Environmental protection in transport and logistics
25 Management of water and waste water

Employees

26 Development of young talent/ recruitment of employees
27 Demographic change/ skilled labour shortage
28 Vocational training and development
29 Employee satisfaction
30 Work/life balance / compatibility of family and work life
31 Diversity and equal opportunity
32 Health management
33 Leadership improvement
34 Occupational safety
35 Sustainability awareness

Society

36 Social commitment

This materiality analysis serves to identify key sustainability topics. Here, the relevance of various topics is assessed from both an external and internal point of view. In the external assessment, 22 expert stakeholders were consulted from the scientific and political fields, from non-governmental organisations (NGOs), and from professional associations and the media. Business partners were also surveyed. The internal assessment was then carried out in workshops involving senior managers, plant managers and experts from all relevant areas of the company, such as production, human resources, purchasing, quality and environmental management, and outbound logistics. The topic of "efficiency-enhanced products" was again considered one of the most important issues for the future. Other topics labelled important by the stakeholders surveyed included: product durability, reliability and safety; the elimination of hazardous substances from products; energy and resource efficiency in production; employee satisfaction; the development of young talent; demographic change; and supplier compliance with environmental and social standards. Of the 37 topics identified, 36 were considered material. The immaterial issue of biodiversity is not included in the above graphic. All of the topics that were considered material have been taken into account in the updated sustainability strategy.

G4-27

The following sustainability aspects have "very high" relevance:*

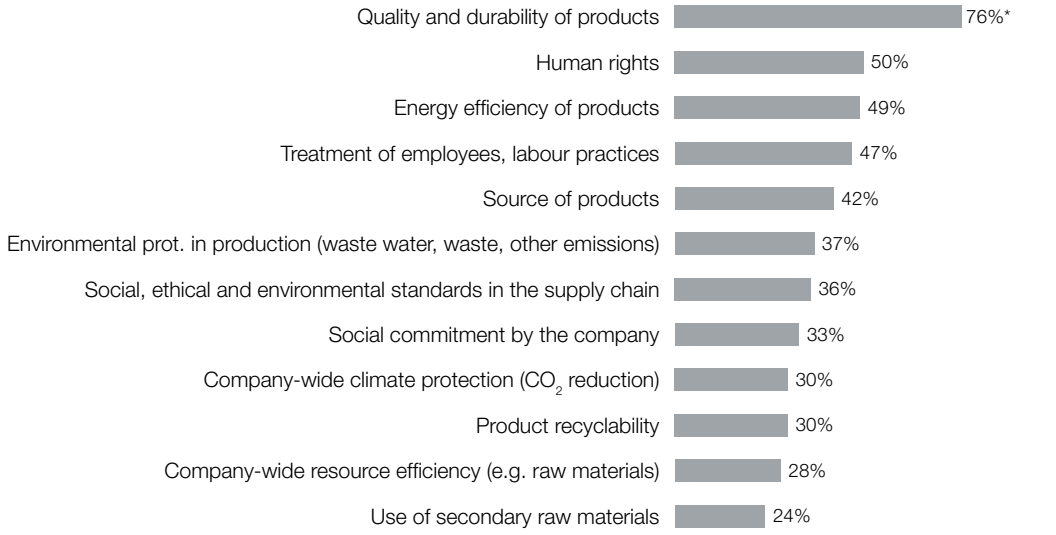
2013/14

*Based on responses from 571 customers; possible answers were "very high", "high", "medium", "low" and "very low"; values have been rounded

In early 2014, 607 people participated in an Internet-based stakeholder survey, 571 of which were customers. Among the customers, 499 people ranked the topics of product quality and durability as having "very high" relevance. This number was equal to 87% of the customers surveyed. These two issues thus constituted the most important topic and were followed by treatment of employees (given a "very high" relevance 379 times) and human rights (376 times).

G4-27

Miele's sustainability performance is "very good" in the following areas:*



2013/14

*Based on responses from 571 customers; possible answers were "very good", "good", "average", "poor" and "very poor"; values have been rounded

In early 2014, 607 people participated in an Internet-based stakeholder survey, 571 of which were customers. The participants rated Miele's sustainability performance in the individual categories indicated above. Miele received the highest rating for the quality and durability of its products (with 432 customers rating Miele's performance as "very good" in this area), followed by the areas of "Human rights" and "Energy efficiency of products".

Miele locations certified in accordance with quality, environmental and social standards in 2013/14

G4-DMA

Location	ISO 9001	ISO 14001	ISO 50001	BS OHSAS 18001	SA8000	ISO 13485 Medical dev.
Arnsberg	●	●	●	●	●	–
Bielefeld	●	●	●	●	●	●
Braşov (RO)	●	●	●	●	●	–
Bünde	●	●	●	●	●	–
Bürmoos (AU)	●	●	●	●	●	●
Dongguan (CHN)	●	●	–	●	–	–
Euskirchen	●	●	●	●	●	–
Gütersloh	●	●	●	●	●	●
Lehrte	●	●	●	●	●	–
Oelde	●	●	●	●	●	–
Uničov (CZ)	●	●	●	●	●	–
Warendorf	●	●	●	●	●	–

All Miele locations are certified to the following standards: ISO 9001 (quality management), ISO 14001 (environmental management) and OHSAS 18001 (occupational health and safety). With the exception of the Dongguan plant, all locations are certified to the ISO 50001 standard (energy management) and SA 8000 (social standards). The Dongguan plant is expected to obtain SA8000 certification by the end of 2015; certification of the site's energy management system is still under review. The ISO 13485 standard for medical devices only applies to the business operations of Miele's Professional division and the related processes at the Bielefeld, Bürmoos and Gütersloh locations.

Audits of the integrated management system

G4-DMA

Number

	2010/11	2011/12	2012/13	**2013/14**
External audits	**30**	**35**	**22**	**39**
no significant non-conformities found	25	33	22	37
significant non-conformities found [1]	5	2	0	2
Internal audits	**109**	**92**	**108**	**100**
no significant non-conformities found	92	76	97	90
significant non-conformities found [1]	17	16	11	10
External and internal audits	**139**	**127**	**130**	**139**

[1] Significant non-conformities are present when management systems are being set up or reorganised and/or when system conformity is at risk.

The number of external audits increased over the current reporting period. This resulted from the implementation of the energy management system and the accompanying certification audits. Two external audits showed significant non-conformities in financial year 2013/14, both of which were considered non-critical (minor non-conformity). Potential hazards that could have resulted in accidents were identified in operational processes. Miele heeded the recommendations of the external auditors and developed operational solutions accordingly.

The methods of the external and internal audit processes function congruently, i.e. they use the same assessment scheme. The ratio of the number of significant non-conformities found to the total number of audits performed is lower for external audits conducted by a certifier than for internal audits. As the results show, the internal audits fulfil their purpose as an important part of the matrix certification method. They have a pre-emptive effect and contribute to improving overall results. In internal audits, Miele strives to use auditors that have undergone extensive training and are therefore able to identify problem areas and take corrective action before external audits are performed. The trend in the figures available for the previous four reporting periods confirms the effectiveness of this approach.

G4-EN1

Production materials used

weight in tonnes

	2010/11	2011/12	2012/13	**2013/14**
Raw materials	**100,122**	**101,337**	**112,413**	**106,123**
metals	91,000	91,100	102,671	95,123
plastic granulate	9,122	10,237	9,742	11,000
Processing materials	**7,635**	**6,913**	**7,541**	**6,979**
paints, varnishes, enamels	1,265	1,211	1,332	1,118
oils, greases, lubricants	189	188	217	232
acids, lye, solvents	144	151	158	220
other [1]	6,037	5,363	5,834	5,409
Electronics	**1,581**	**1,594**	**1,964**	**2,123**
Purchased parts	**80,949**	**84,412**	**76,056**	**87,575**

[1] The majority of processing materials in the "other" category is composed of casting materials for the production of mass-balancing weights.

Electronics sub-assemblies are becoming increasingly complex, which means that glass fascia is also included and therefore increases the amount of weight attributed to this category. The amount of purchased parts also depends on the different product series and their particular requirements.

The total of all production materials used does not equal the total weight of all appliances produced. The reason behind this is that some of the materials used, such as acids, lye and solvents, are not ultimately part of the delivered products. The weight accounted for by waste, e.g. by cutting scraps, also factors into the difference.

G4-EN1

Packaging materials used

weight in tonnes

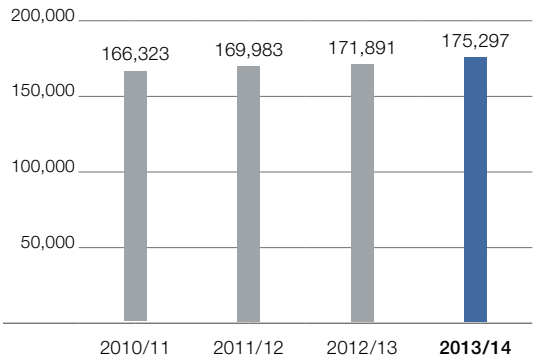
	2010/11	2011/12	2012/13	**2013/14**
Packaging material	**15,308**	**15,776**	**15,796**	**15,708**
solid wood	8,774	9,118	9,152	9,056
cardboard/corrugated paper	4,625	4,676	4,664	4,595
moulded plastic parts (EPS)	1,619	1,678	1,674	1,749
PE film/strapping (PP/steel)	286	302	303	306
encased PU foam/PE film	3	3	3	2

In financial year 2013/14, Miele used 15,708 tonnes of packaging materials. The changes in the different types of packaging materials reflect the varying distribution of appliances produced within a single financial year. Thus, a greater number of large appliances produced can result in an increased demand for solid wood, for example.

G4-EN1

Appliances produced

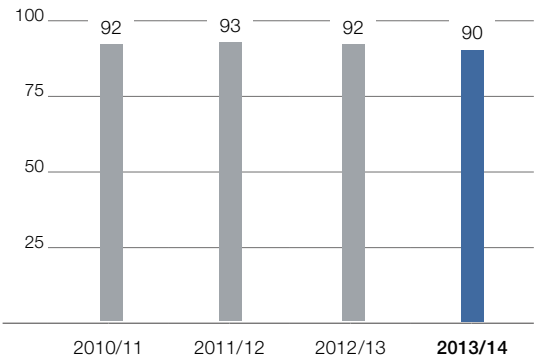
weight in tonnes



The increase in the weight of appliances produced is not simply an indicator of increased production. The distribution among the types of appliances produced also plays a role in determining this figure.

Packaging per kg of product

in grams

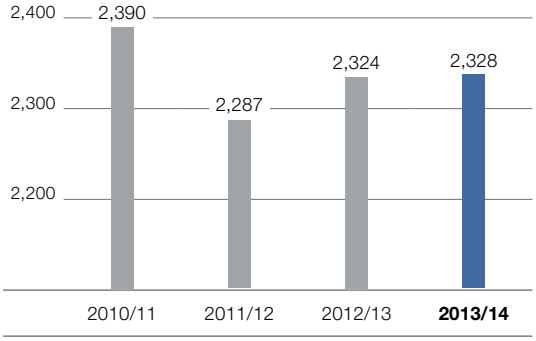


Durable, high-quality products place heavy demands on packaging. Despite this, packaging should still be kept as simple as possible and have an optimal weight. Miele successfully reduced the amount of packaging weight per kilogram of product from 93 grams in 2011/12 to 90 grams in 2013/14.

Suppliers of production materials

G4-12

Number

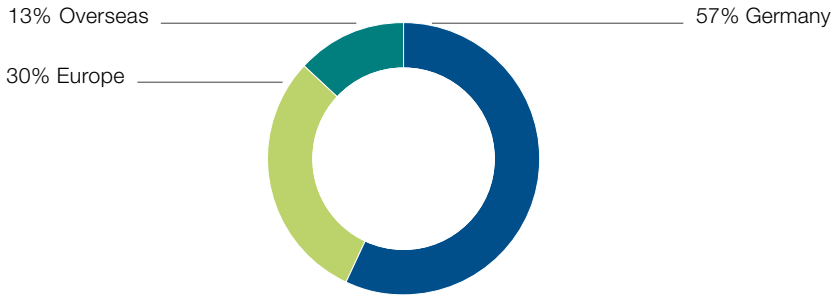


The number of production materials suppliers in financial year 2013/14 was equal to 2,328. The slight increase from the previous year was due to the rollout of a new generation of laundry care appliances.

Purchasing volume[1)]

G4-12
G4-EC9

Percentage by region



2013/14

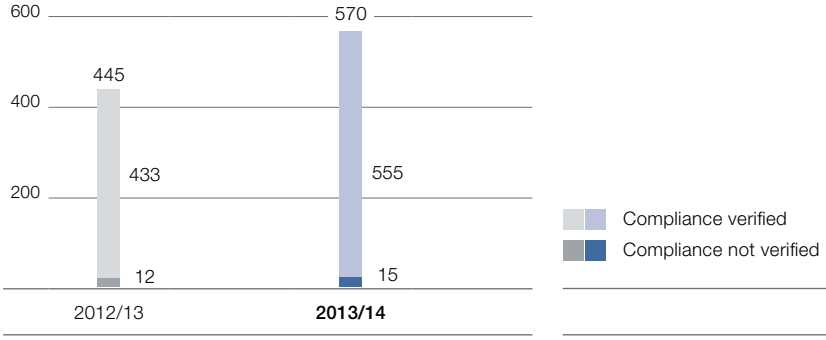
[1)] Payments to suppliers

Nearly 87 percent of Miele's entire purchasing volume comes from European suppliers. Roughly 57 percent of that volume is sourced within Germany. 13 percent of purchased goods come from countries overseas.

Company profiles on compliance with social standards by potential suppliers

G4-LA14
G4-LA15
G4-HR10
G4-HR11
G4-SO 9
G4-SO10

Number

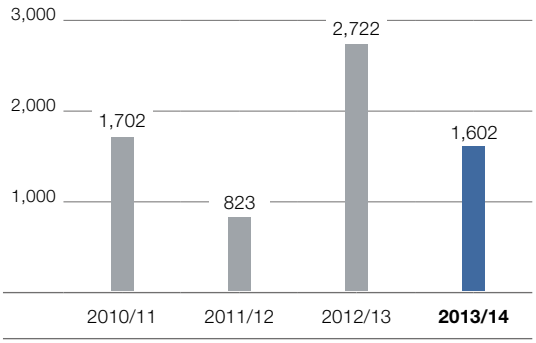


570 suppliers sought to enter into a business relationship with Miele in financial year 2013/14. Of the potential suppliers, only 15 (equal to 2.6 percent) failed to provide the required confirmation of one or more policies to demonstrate their compliance with social standards. These policies include: no use or support of child labour or forced and compulsory labour, the creation of a safe and healthy working environment, freedom of association, no discrimination, zero tolerance of disciplinary measures (in the form of corporal punishment, mental or physical coercion, or verbal aggression), compliance with standards for working hours, payment of adequate remuneration, and the duty to ensure that these standards are also complied with by the businesses' own suppliers. In the event of non-compliance, the potential supplier must take all necessary corrective action in order to improve the situation and satisfy the requirements within a reasonable period of time. If the supplier fails to do so, no business relationship will be established.

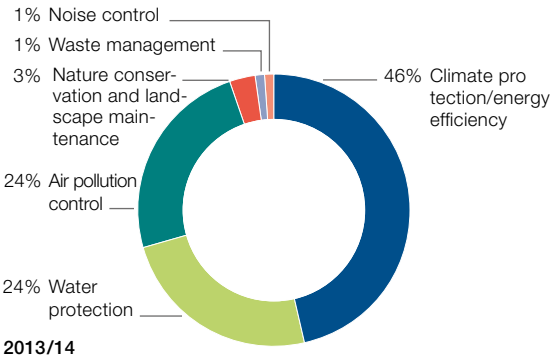
G4-EN31

Investments in environmental protection at the production sites

in thousands of euros



Investments in environmental protection at the production sites by type

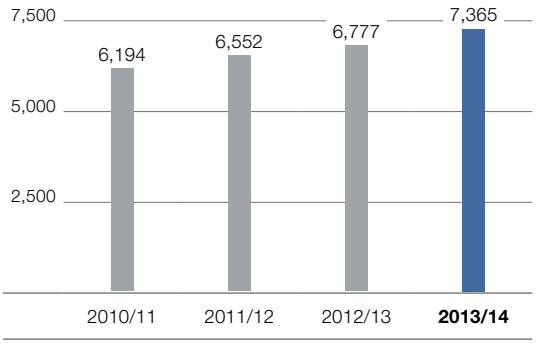


A major portion of the investments made by Miele in the previous two financial years involved the company's Bielefeld plant. At this location, roughly 50 percent of all investment was spent on measures to improve energy efficiency and air pollution control. Another large portion of total investment was accounted for by a combined heat and power unit that went online at the Bünde site. The remaining investments were distributed between specific soil conservation measures, preventative water protection and filter technology at all plant sites.

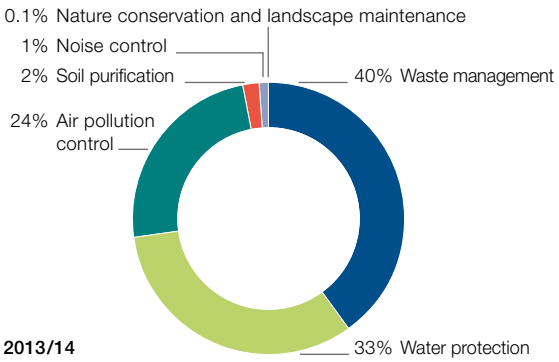
G4-EN31

Ongoing expenditures for environmental protection at the production sites

in thousands of euros



Ongoing expenditures for environmental protection at the production sites by type



Reasons for the increase in ongoing expenditures included: the commissioning of a waste-air purification system at the Oelde site; the construction-related lowering of groundwater levels and the accompanying purging of highly volatile halogenated hydrocarbons as well as the shift of previously internal process costs to external waste management service providers at the Bielefeld site.

Waste for recycling and disposal by type

G4-EN23

in tonnes

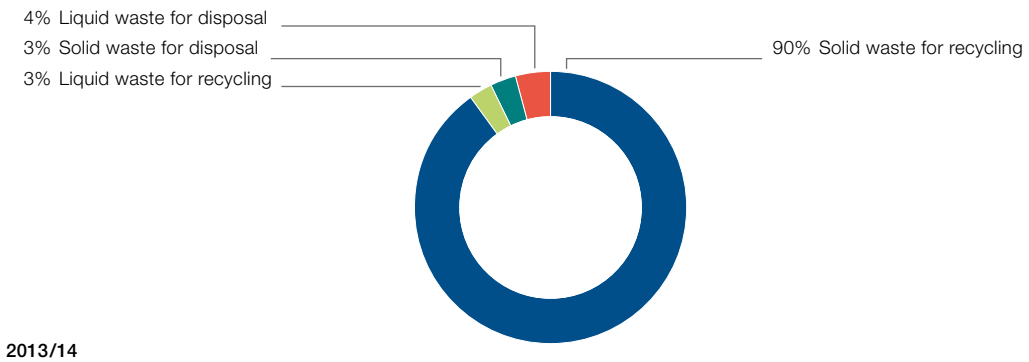
	2010/11	2011/12	2012/13	**2013/14**
Total waste produced	29,098	28,596	30,011	**31,493**
scrap metal	17,014	17,063	17,507	**18,533**
Waste for recycling	27,123	26,984	27,864	**29,310**
hazardous waste	929	1,109	1,305	**1,167**
Waste for disposal	1,975	1,612	2,147	**2,183**
hazardous waste	1,562	1,235	1,762	**1,653**

Compared to the previous reporting period, there was a disproportionate increase in the amount of production waste. The primary reason for this increase was the rollout of new appliance generations, which necessitated the conversion of existing production equipment, the switch to new production equipment, a greater number of product variations, and the use of new materials.

Waste for recycling and disposal by type

G4-EN23

as a percentage of total weight



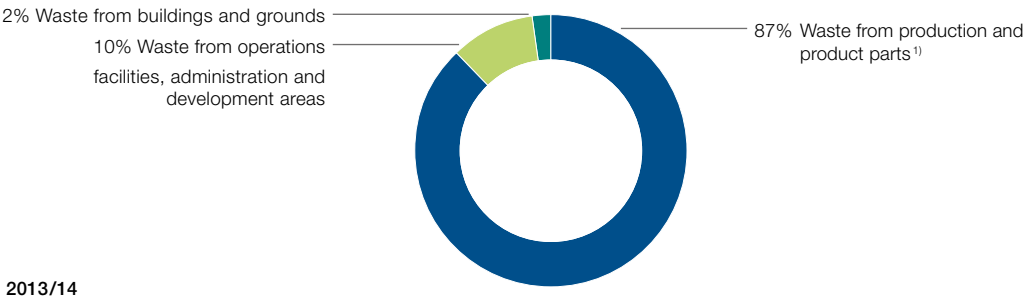
2013/14

In total, approximately 93 percent of all waste produced by Miele is recyclable.

Source area of total waste

G4-EN23

as a percentage of total weight



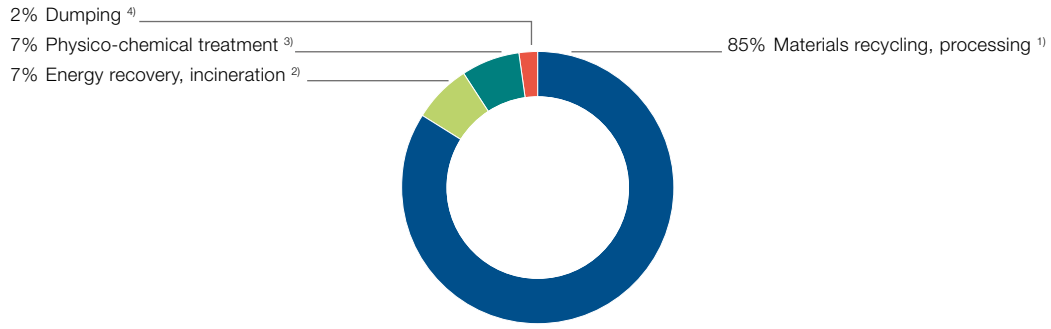
2013/14

[1] A waste type is allocated to a source area if at least 80 percent of the waste type comes from that particular area. Waste from production includes: production pieces such as scrap metal, foundry waste, acids, waste from the treatment of industrial waste water, and plastic parts. Examples of waste from operations facilities, administration, and development areas include: scrap metal from production facilities, cable remnants, waste oil, cardboard and paper, wood, pallets, residual waste, and waste from administration and design departments. The waste from buildings and grounds includes, for example, building rubble, excavated soil, stones, neon tubes, flooring, waste from green areas and sewerage cleaning, and rubbish.

G4-EN23

Destination of total waste

as a percentage of total weight



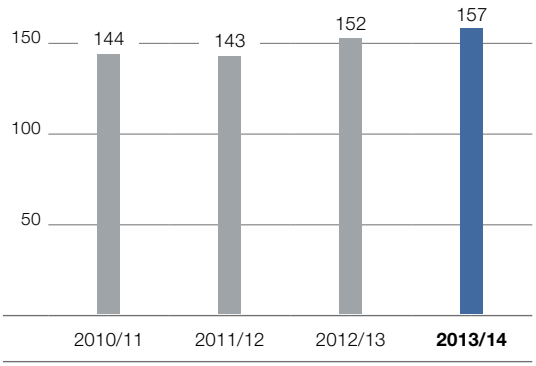
2013/14

1) Recovery, conditioning methods, processing of sludge into building materials
2) Thermal recovery of highly calorific waste with a gross calorific value of >11,000 kJ and special waste incineration
3) Treatment of waste from surface and waste water treatment, sewerage-cleaning activities and emulsion drilling
4) Rubble and soil from construction work are normally disposed of at dumpsites

G4-EN23

Production waste per tonne of product 1)

in kilograms



1) Waste that is directly related to production activities, such as scrap metal, foundry waste and acids, is expressed in relation to "tonnes of product". The amounts of waste from "Buildings/grounds" and "Operations facilities, administration, and development areas" are not included.

Compared to the previous reporting period, there was a disproportionate increase in the amount of production waste. The main reason was the introduction of a new generation of washing machines in Gütersloh. New products also entered production at the Arnsberg and Lehrte plants.

G4-EN8

Water consumption

in cubic metres

	2010/11	2011/12	2012/13	**2013/14**
Water consumption	331,320	364,684	347,072	**370,085**
water from the public system	177,958	220,605	183,080	**210,963**
water from own production	153,362	144,079	163,992	**159,122**
surface water 1)	0	0	0	**0**

1) Rainwater which is stored in cisterns or other similar containers and fed into a separate water system

Due to a new production line in Warendorf, it became necessary to clean the door glass for the new generation of washing machines. The cleaning equipment used consumes water at a rate of approx. 250 l/h. Plans are in place to treat this water, which would help to offset the increased water usage.

In Gütersloh, water consumption increased by 3.9 percent from the previous year. This can be attributed to increased usage of water from the public water supply, which rose by 25.5 percent. Stricter hygiene requirements were the cause of the increased usage. At the Bünde plant, the heating system had to be filled with reverse osmosis water (approx. 250 m³). Increased production at this location also meant greater consumption of reverse osmosis water.

G4-EN22

Wastewater

in cubic metres

	2010/11	2011/12	2012/13	**2013/14**
Wastewater	290,322	327,077	299,857	**336,474**
industrial waste water [1]	52,199	54,717	48,802	**46,866**
other waste water [2]	238,123	272,360	251,055	**289,608**

[1] Industrial waste water is treated mechanically, chemically or biologically before being discharged into the public sewerage system.

[2] Other waste water is water that has been altered as a result of use (and also includes faecal sludge), which does not need to be treated before being discharged into the sewerage system.

At the Gütersloh, Lehrte, Oelde and Bürmoos plant sites, adherence to the maximum pollutant levels for indirect discharge is ensured by precipitating heavy metals out of the water as well as by neutralisation (adjustment to pH of 7) using lime slurry. Measurements are performed and documented on a regular basis. All other plant sites use waste management companies to treat the waste water produced in the relevant sub-processes.

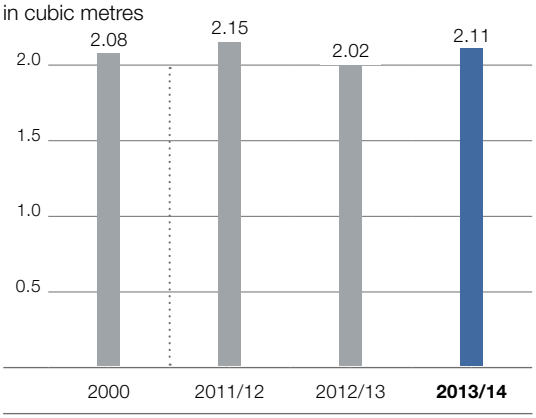
Waste water quantities are not identical to the quantities of water withdrawn, since water evaporation occurs in some technical processes. The increased amount of waste water in 2013/14 is due to increased water use.

G4-EN8

G4-EN22

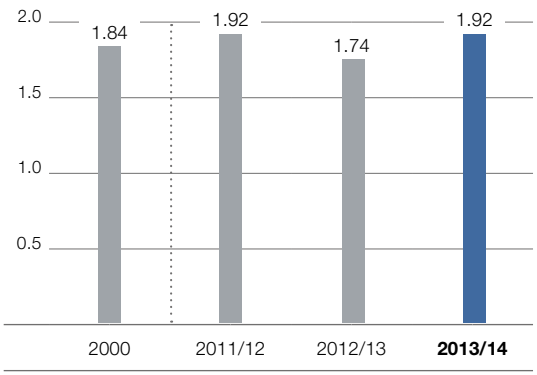
Water consumption per tonne of product

in cubic metres



Waste water per tonne of product

in cubic metres



Area covered and not covered by structures

in square metres

	2010/11	2011/12	2012/13	**2013/14**
Area covered and not covered by structures	1,393,911	1,463,458	1,463,458	**1,471,086**
Area covered by structures	527,148	535,435	535,435	**530,383**
Area not covered by structures	866,763	928,023	928,023	**940,703**
green areas	486,656	529,916	529,916	**527,643**
surfaced area	380,107	398,107	398,107	**413,060**

The increase in 2011/12 was due to the acquisition of land for the construction of car parks at the Bünde plant and the purchase of expansion lots at the Uničov plant in the Czech Republic.

Locations
Environment: Energy use and emissions

G4-EN3
G4-EN6

Energy consumption
in megawatt hours

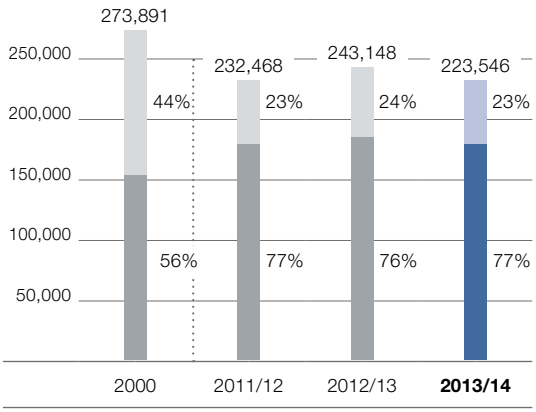
	2000	2011/12	2012/13	**2013/14**
Direct energy consumption	**119,348**	**52,778**	**57,876**	**51,390**
Natural gas	114,462	51,727	57,042	50,737
Heating oil	4,886	1,051	834	653
Indirect energy consumption	**154,543**	**179,690**	**185,272**	**172,156**
Electricity	127,292	140,961	143,123	138,727
District heating	27,251	38,729	42,149	33,429

The reduced consumption in the "District heating" category can primarily be attributed to climatic reasons. For example, the number of degree-day numbers in Gütersloh decreased from 3,617 to 2,868. The low amount of natural gas consumed was also mainly due to the mild winter.

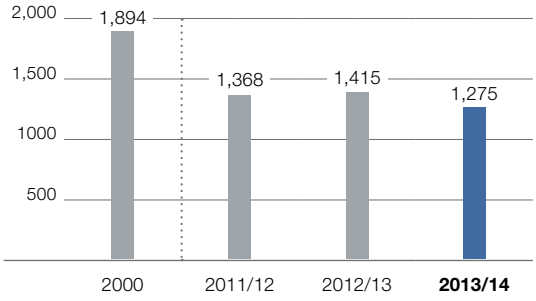
G4-EN6
G4-EN6

G4-EN5

Energy consumption
in megawatt hours



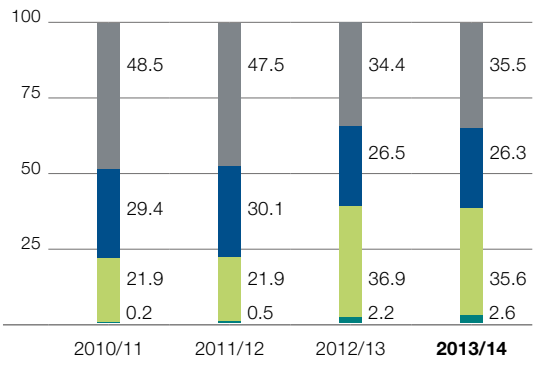
Energy consumption per tonne of product
in kilowatt hours



At 1,275 kWh consumed per tonne of product in financial year 2013/14, Miele was able to lower its specific energy consumption by 6.8 percent from 2011/12. Since 2000, this figure has fallen by an impressive 32.7 per cent.

G4-EN3

Energy mix [1] of electricity purchased worldwide
in percent



[1] The energy mix illustrated here represents the mix of all electricity purchased by Miele. The individual energy mixes of local electricity providers were included in proportion to the providers' respective shares of the total Miele electricity supply.

G4-EN15
G4-EN16
G4-EN17
G4-EN19

The Miele carbon footprint

in tonnes of CO_2

	2010/11	2011/12	2012/13	**2013/14**
Scope 1 – Direct CO_2 emissions	**18,834**	**17,725**	**18,392**	**16,912**
Natural gas	11,679	10,661	11,756	10,457
Heating oil	324	280	165	168
Vehicle fleet	6,832	6,784	6,471	6,287
Scope 2 – Indirect CO_2 emissions	**40,393**	**40,848**	**42,217**	**38,100**
Electricity	33,231	34,361	35,248	32,860
District heating	7,162	6,487	6,969	5,240
Scope 3 – Indirect CO_2 emissions	**36,623**	**36,435**	**38,261**	**42,446**
Logistics	34,162	33,636	36,049	39,774
Outbound transport [1]	29,624	28,953	31,152	35,531
Distribution in Germany	4,538	4,683	4,897	4,243
Business trips	2,461	2,799	2,212	2,672
Total CO_2 emissions	**95,850**	**95,008**	**98,870**	**97,457**
CO_2 emissions / employee	5.77	5.68	5.73	5.52
CO_2 emissions / million euros of turnover	32.55	31.29	31.39	30.26
CO_2 emissions / tonne of product	0.58	0.56	0.58	0.56

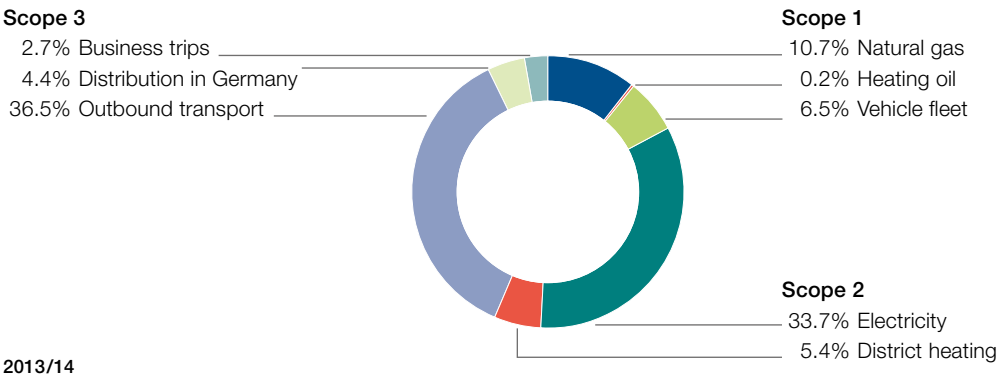
[1] Supply of sales subsidiaries or direct supply of international customers with finished products and spare parts from the central warehouse or directly from the factory.

The Miele carbon footprint was compiled in accordance with the standards of the Greenhouse Gas (GHG) Protocol.

Compared to financial year 2011/12, total emissions were 2.6 percent higher in financial year 2013/14. This was primarily the result of the increased transport activities necessary to supply the sales subsidiaries and international customers, which involved additional lorry transports to Eastern and Southern Europe and a higher number of overseas transports, primarily to Australia and China.

G4-EN15
G4-EN16
G4-EN17

The Miele carbon footprint



2013/14

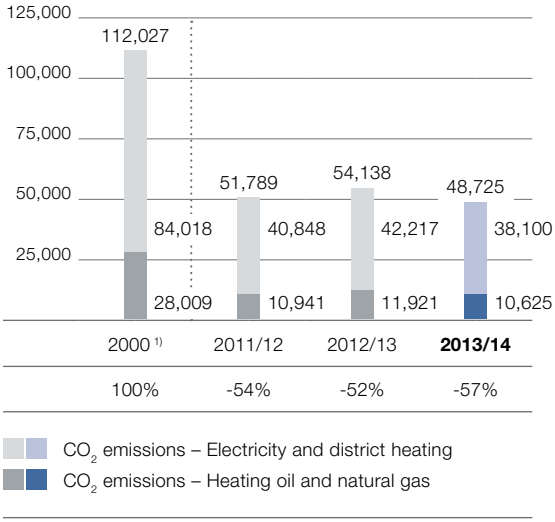
The majority of the company's CO_2 emissions are accumulated in connection with outbound transports and electric power. The CO_2 emissions of the Miele vehicle fleet accounted for 6.5 percent, distribution within Germany for 4.4 percent and employee business trips for 2.7 percent of total CO_2 emissions in financial year 2013/14.

G4-EN15
G4-EN16

G4-EN18

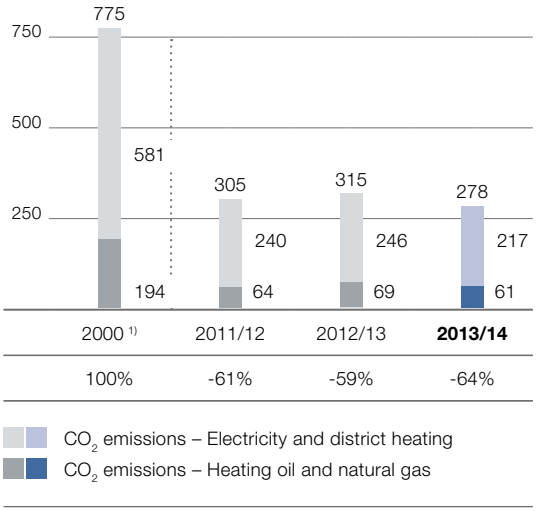
Energy-related CO_2 emissions

in tonnes



Energy-related CO_2 emissions per tonne of product

in kilograms



1) Miele uses the year 2000 as a base year. The company does not have any information about the CO_2 emissions factor for that year from the electricity provider. For this reason, Miele references the information provided by the German Federal Environmental Agency. The CO_2 emissions factor indicated there for the year 2000 is 629 g/kWh. Miele considers this to be a conservative estimate, since the actual CO_2 emissions factor from the electricity provider concerned was most likely higher than the German average as a result of the high percentage of coal-generated electricity used at the time. Miele switched electricity providers in 2001.

Energy-related CO_2 emissions from Scope 1 and Scope 2 were lowered to 48,725 tonnes from 51,789 tonnes between 2011/12 and 2013/14. This was equal to a six-percent reduction, the cause of which was lower absolute energy consumption. Going back to the year 2000, Miele has been able to reduce its CO_2 emissions from energy consumed per tonne of product by an impressive 64 percent.

G4-EN21

SO_2 and NO_x emissions 1)

in tonnes

	2010/11	2011/12	2012/13	**2013/14**
Direct emissions at company locations				
SO_2 emissions	7	6	7	**6**
NO_x emissions	9	8	7	**6**
Indirect emissions from power generation				
SO_2 emissions	73	72	73	**82**
NO_x emissions	134	128	133	**149**

1) The emissions factors used in calculating SO_2 and NO_x emissions are derived from publicly available sources.

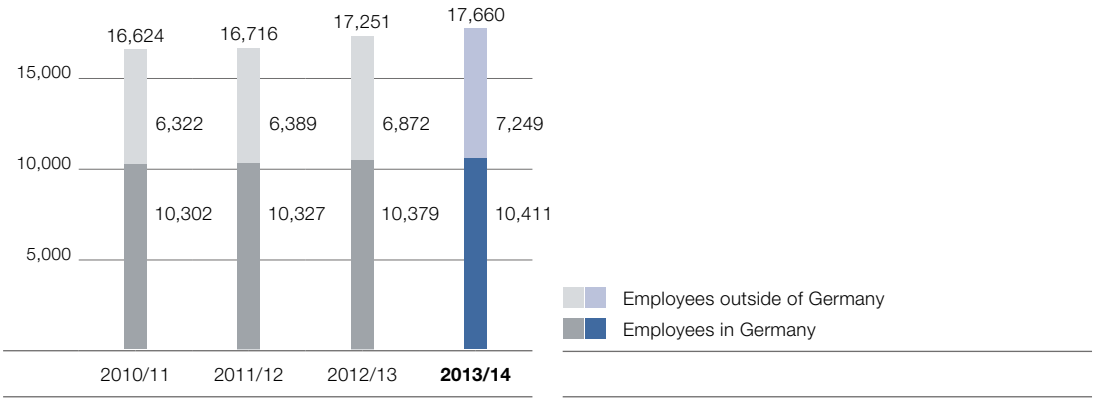
Employees: Human resources management

Unless otherwise specified, the information contained in this chapter refers exclusively to Germany.

Employees

G4-10

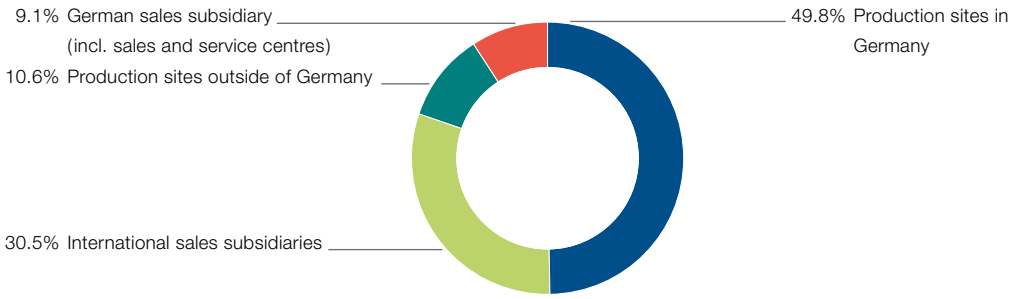
Number



Approximately 59 percent of all members of the Miele workforce are employed in Germany. No outsourcing of existing jobs to other countries, e.g. as a cost-reduction measure, and no necessary workforce reductions took place during the reporting period.

Employees by location

G4-10

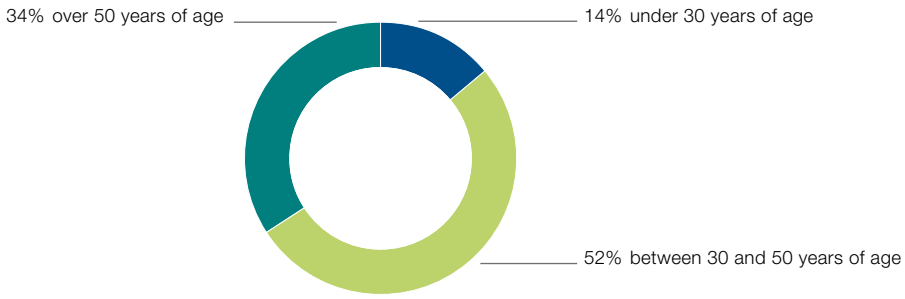


2013/14

Over 60 percent of employees work at the production sites in and outside of Germany. This figure also includes the 1,731 employees who work in central administration at the Gütersloh site. All other employees are distributed among the 46 international subsidiaries outside of Germany (30.5 percent) and the subsidiary in Germany (9.1 percent), which includes the German sales and service centres.

Employees by age group

G4-LA12



2013/14

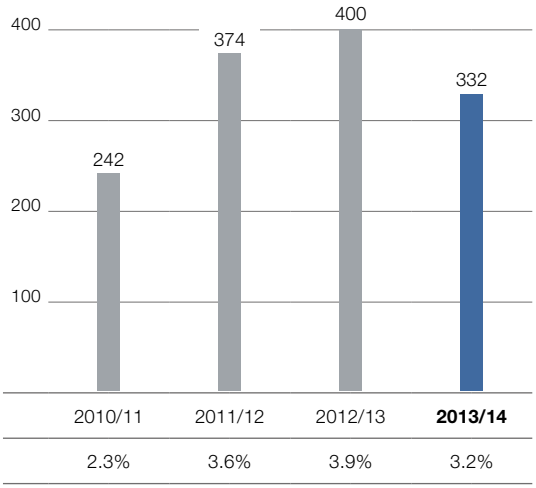
Approximately one-third of the Miele workforce in Germany is older than 50. The proportion of Miele employees in Germany who are less than 30 years old is 14 percent, a slight increase from the 2011 figure. The average age of Miele employees in Germany remained unchanged at 46.1 years.

G4-10

G4-LA1

Temporary employees

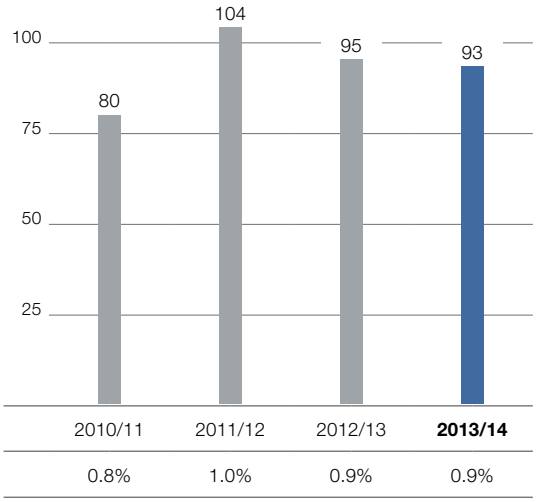
Number



These figures are determined from the point of view of a single day and do not provide any information that could be used to derive a possible trend over time. Fluctuations illustrate the need to meet "peak personnel demands" by hiring temporary employees.

Employee turnover[1)]

Number of terminations

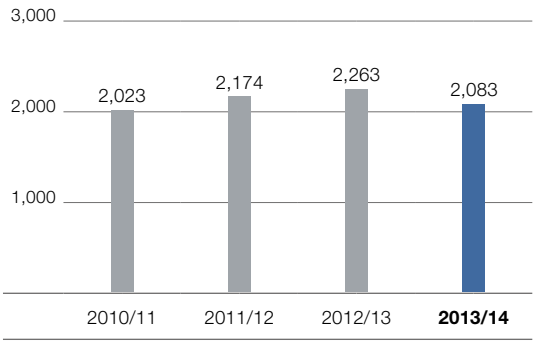


[1)] Employee turnover does not include temporary employment contracts. Terminations issued by the company are included in the calculation.

At 0.9 percent, the turnover rate at Miele remains at its traditionally very low level. This is an expression of the high level of employee satisfaction at the company.

Ideas submitted as part of the Miele suggestion scheme[1)]

Number

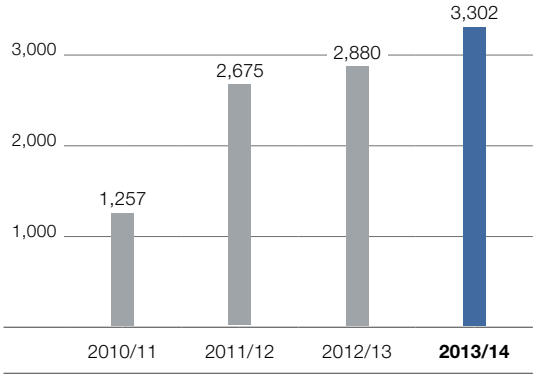


[1)] These figures refer to all German plants and distribution and service centres, excluding the Bünde and Arnsberg locations of Imperial-Werke, a Miele affiliate.

A total of 2,083 suggestions for improvement were submitted by employees in financial year 2013/14. These suggestions concerned the following categories: occupational safety, environmental protection/energy/resources, products, production, image, organisation/administration, ergonomics, logistics, customer service and quality. Approximately 7 percent of the suggestions were related to environmental protection/energy/resources.

Total savings from implemented employee ideas[1)]

in thousands of euros



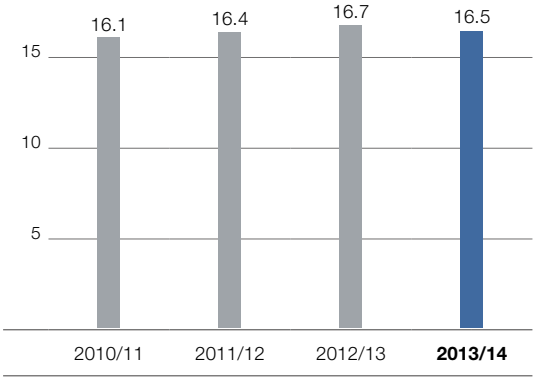
[1)] These figures refer to all German plants and distribution and service centres, excluding the Bünde and Arnsberg locations of Imperial-Werke, a Miele affiliate.

When including implemented suggestions from the three previous financial years (three-year value), the company was able to save a total of 3.3 million euros in financial year 2013/14.

G4-LA9

Expenditures for vocational training and development

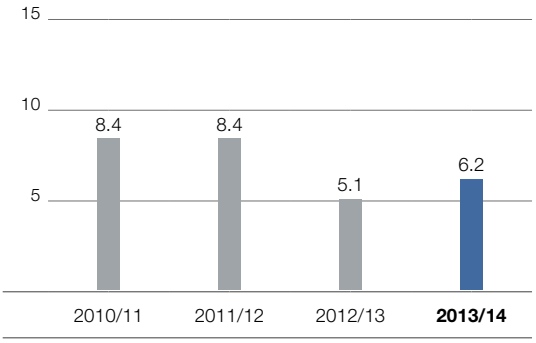
in millions of euros



In financial year 2013/14, Miele spent 16.5 million euros on vocational training and development. The commercial and technical apprenticeship programmes, along with internal and external further training, accounted for the largest portion of the expenses. Additional expenses were incurred, for example, for initial training programmes and advanced customer service training.

Time spent on further training

Number of hours per employee

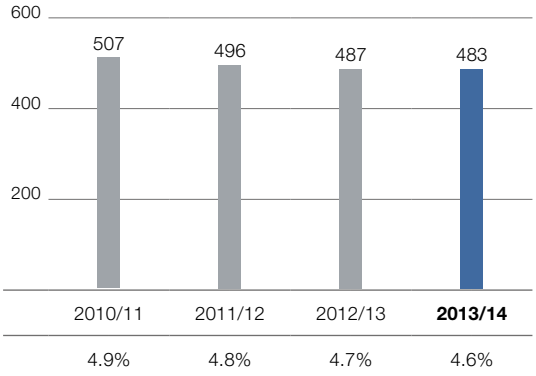


The number of hours of further training per employee decreased from 8.4 in 2011/12 to 5.1 in 2012/13, before recently showing a slight increase to 6.2. One reason for the decreasing trend has been the increased use of e-learning components, which supplement and/or replace the training phases requiring the learner's presence. The amount of time needed by employees to work through the e-learning components is not recorded.

G4-10

Apprentices [1)]

Number



[1)] The reference date for each year is 1 September, as this date provides a better representation of the actual apprentice figures than 30 June (financial year-end). The reason for this is that by the end of the financial year, many apprentices have already completed their examinations and therefore no longer technically count as apprentices, even though they are still employed within the organisation. The new apprentices have also not yet begun their programme at this point.

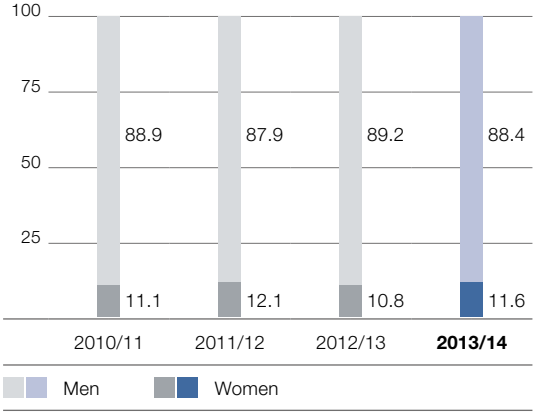
In financial year 2013/14, there were 483 apprentices at the company as of 1 September, roughly the same number as in the previous year.

G4-10

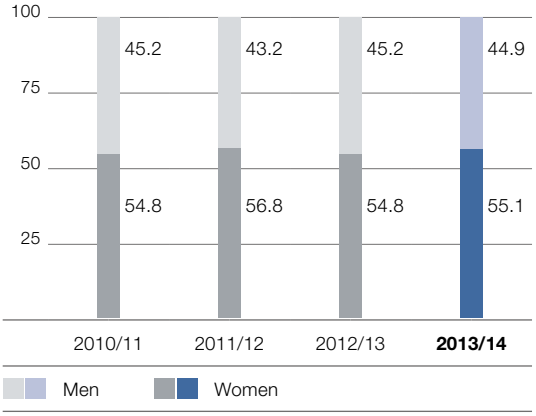
Men and women in the technical and commercial apprenticeship programme

Percentage amounts

Technical apprenticeship programme



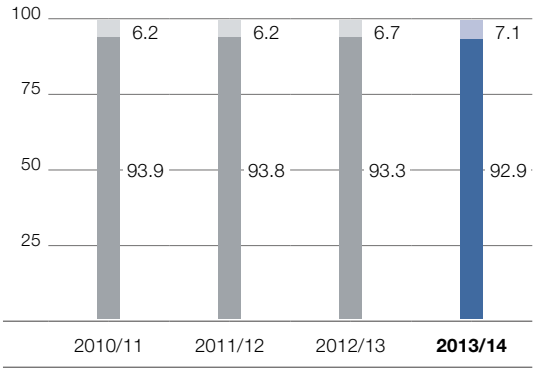
Commercial apprenticeship programme



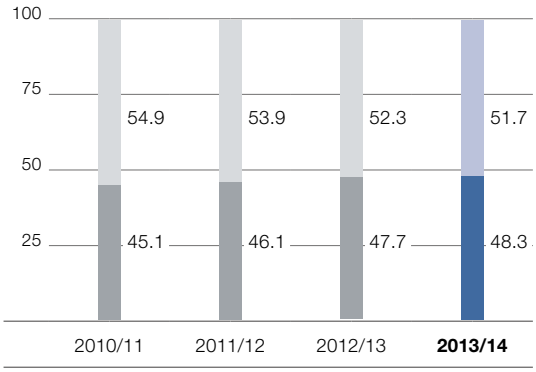
Locations
Employees: Diversity and equal opportunity

G4-10

Full-time and part-time workers
Percentage amounts



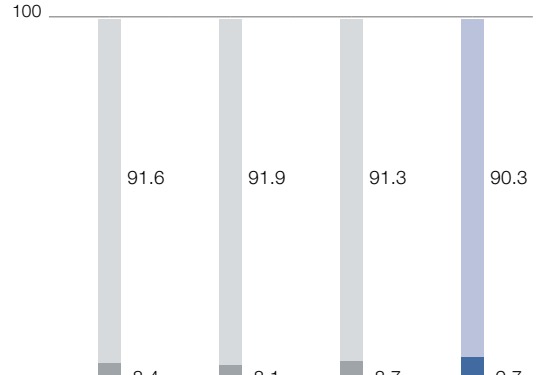
Employees with and without flextime
Percentage amounts



G4-LA12

Men and women in the Miele workforce
Percentage amounts

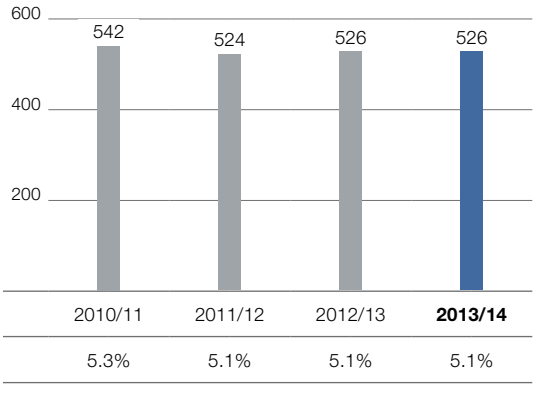
Men and women in management positions [1)]
Percentage amounts



[1)] Executive Board, company officials with power of attorney, authorised agents

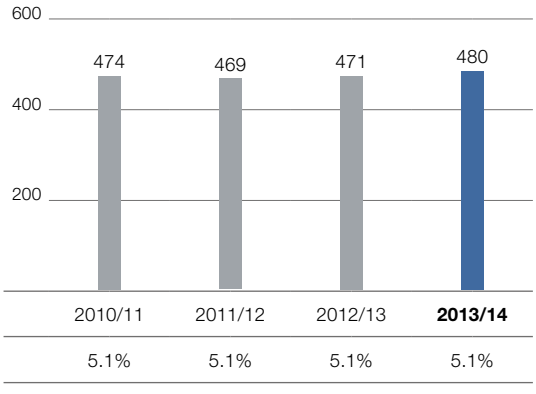
G4-LA12

Foreign employees in Germany [1)]
Number



[1)] "Foreign employees" denotes all employees who do not have German citizenship.

Employees with disabilities [1)]
Number



[1)] The definition used for employees with disabilities is based the definition of a disability under social welfare legislation in accordance with Book IX Section 2 German Social Security Code (SGB).

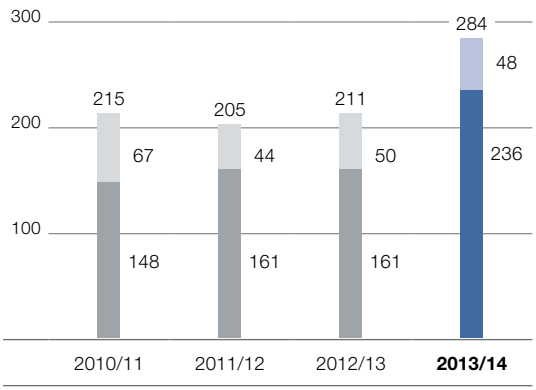
Employees: Occupational health and safety

The information related to occupational health and safety refers to all international production plants, the sales subsidiary Germany and the five sales and service centres in Germany.

G4-LA6

Reportable workplace and commuting accidents [1]

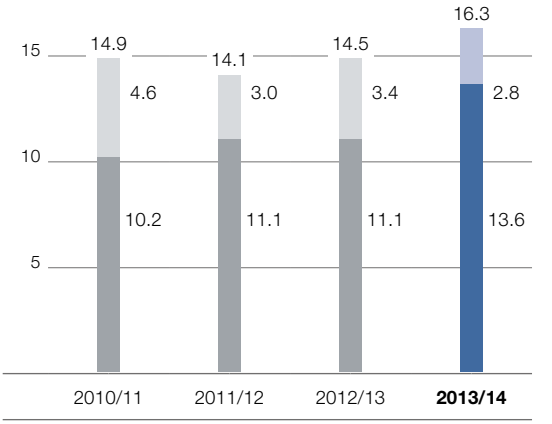
Number



The number of workplace accidents increased from 161 (financial year 2011/12) to 236 (financial year 2013/14) over the reporting period. The number of commuting accidents rose from 44 in financial year 2011/12 to 48 in financial year 2013/14. The increase in these figures can be attributed to a change in the basis used for calculation: as of financial year 2013/2014, accidents occurring at the German sales subsidiary and at the five German sales and service Centres are now also included.

Reportable workplace and commuting accidents [1]

per 1 million work hours (injury frequency)

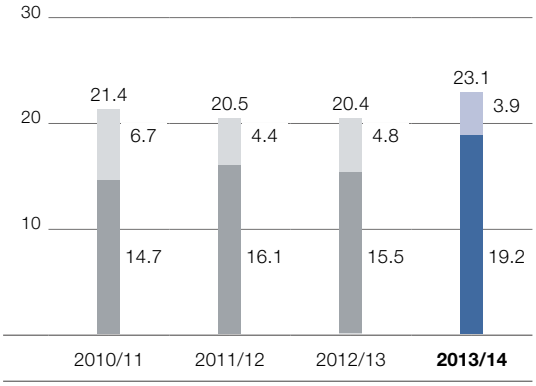


The number of workplace accidents per million work hours increased from 11.1 in financial year 2011/12 to 13.6 in financial year 2013/14.

G4-LA6

Reportable workplace and commuting accidents [1]

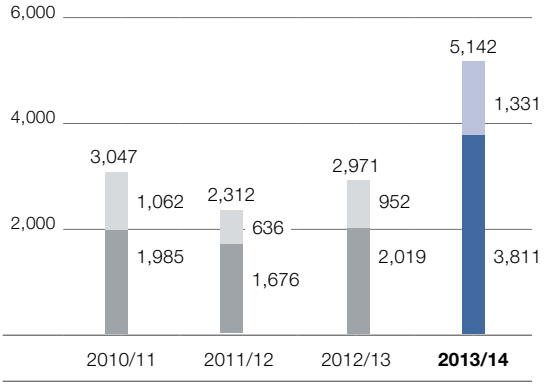
per 1,000 employees ("thousand-man rate")



The number of workplace accidents per thousand employees increased from 16.1 in financial year 2011/12 to 19.2 in financial year 2013/14.

Lost days [2] due to a workplace or commuting accident

Number



The increase in these figures can be attributed to a change in the basis used for calculation: as of financial year 2013/14, accidents occurring at the German sales subsidiary and at the five German sales and service centres are now also included.

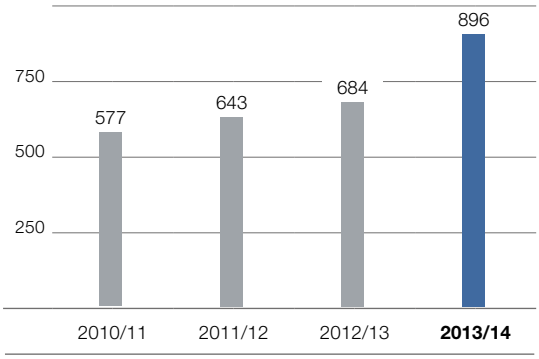
[1] All accidents resulting in an absence of three or more workdays must be disclosed in detail to the insurer and are considered reportable accidents. Incidents involving an absence of less than three days are covered by accident notifications.

[2] "Lost days" denotes the number of scheduled workdays lost, starting from the time of the accident.

Locations
Employees: Occupational health and safety

G4-DMA

Occupational safety training sessions
Number of participants

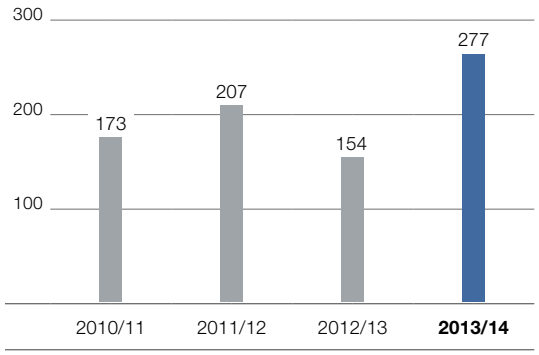


In financial year 2013/14, a total of 896 employees underwent occupational safety training. Participants included managers as well as employees who work in production.

Society

G4-DMA
G4-EC1

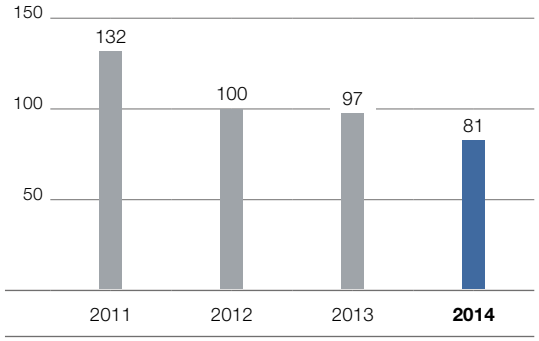
Amount of financial donations to charitable projects made by Miele & Cie. KG
in thousands of euros



In fiscal year 2013/14, Miele & Cie. KG provided a total of 277,000 euros in support of social organisations and projects. This amount was 34 percent more than the contributions made in financial year 2011/12. The increase was the result of both the greater number and increased urgency of donation requests received. The donations mainly focused on supporting youth causes and providing university scholarships.

G4-DMA
G4-EC1

Amount of financial donations to charitable projects made by the Miele Foundation [1)]
in thousands of euros



[1)] The data for the Miele Foundation refers to calendar years.

The objective of the Miele Foundation is to promote activities and institutions that benefit the public in the German city of Gütersloh. Due to unfavourable interest rate trends and the resulting lower Foundation earnings, donations in support of youth and culture fell to 81,000 euros in calendar year 2014. The Foundation only invests its interest income. It has a capital base of 2.5 million euros.

G4-EN17
G4-EN30

TTW CO_2 emissions [1]
in tonnes and as a percentage

	2010/11	2011/12	2012/13	**2013/14**
CO_2 emissions	34,162	33,636	36,049	**39,774**
Outbound [2]	29,623	28,953	31,152	**35,531**
by ship	66.4%	66.9%	65.9%	**65.1%**
by lorry	25.0%	25.7%	25.3%	**24.1%**
by rail	0.2%	0.1%	0.3%	**0.3%**
by air	8.4%	7.3%	8.4%	**10.5%**
Distribution in Germany	4,538	4,683	4,897	**4,243**

The rise in CO_2 emissions was caused by increased transport activities, in particular by additional lorry transports to Eastern and Southeast Europe, as well as the increased volume transported overseas (primarily Australia and China).

G4-EN30

Shipping volume
in millions of tonne kilometres and as a percentage

	2010/11	2011/12	2012/13	**2013/14**
Shipping volume	574.3	575.6	601.1	**665.3**
Outbound [2]	528.1	528.3	522.1	**618.7**
by ship	79.8%	80.2%	80.9%	**81.5%**
by lorry	14.9%	15.1%	14.4%	**14.1%**
by rail	4.6%	4.0%	3.9%	**3.4%**
by air	0.7%	0.6%	0.8%	**1.0%**
Distribution in Germany	46.1	47.3	49.1	**46.6**

The increase in transport activities can primarily be attributed to additional lorry transports to Eastern and Southeast Europe, as well as the increased volume transported overseas (primarily Australia and China).

Vehicle fleet

G4-EN15
G4-EN30

TTW CO_2 emissions [1]
in tonnes and as a percentage

	2010/11	2011/12	2012/13	**2013/14**
CO_2 emissions	6,832	6,784	6,471	**6,287**
by car	37.3%	36.4%	35.8%	**37.6%**
by LCV [3] (customer service)	60.4%	61.5%	62.0%	**60.3%**
by lorry	2.3%	2.2%	2.2%	**2.1%**

Miele was able to reduce the CO_2 emissions from its vehicle fleet by 7.3 percent from financial year 2011/12. This improvement resulted from a systematic reinvestment of earnings in fuel-efficient vehicles.

G4-EN15
G4-EN30

Relative CO_2 emissions
in grams per kilometre

	2010/11	2011/12	2012/13	**2013/14**
Cars	146	138	132	**128**
LCV [3] (customer service)	223	214	203	**194**

These data illustrate that the 2015 target of 130 g/km for cars has already been met.

[1] Tank-to-wheel representation; [2] Supply of sales subsidiaries or direct supply of international customers with finished products and spare parts from the central warehouse or directly from the factory; [3] Light commercial vehicles

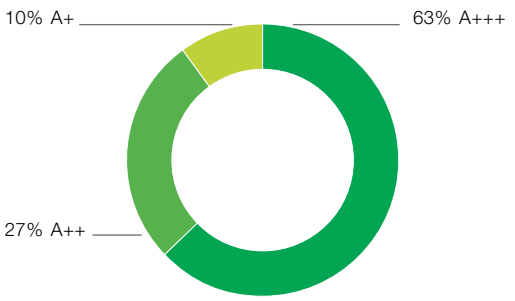
Products

Usage: Energy consumption labelling [1)]

G4-EN7
G4-PR3

Energy label: Washing machines

Percentage

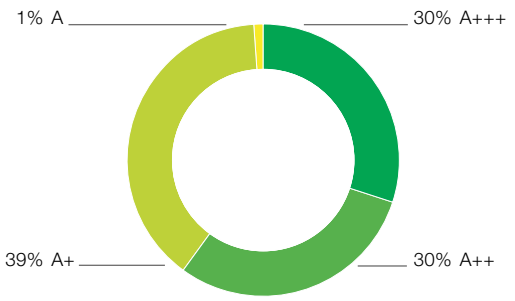


2013/14

90 percent of the washing machines produced for EU countries were rated in the energy label's two highest energy efficiency classes in financial year 2013/14. This amount increased by 19 percentage points from financial year 2011/12.

Energy label: Dishwashers

Percentage



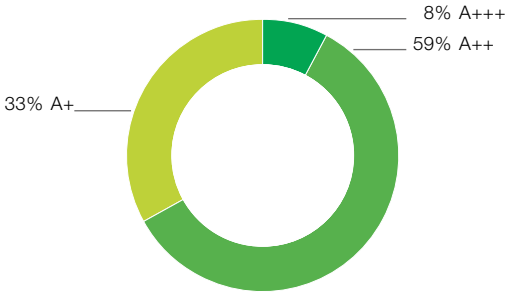
2013/14

Sixty percent of the dishwashers produced for EU countries were rated in the energy label's two highest energy efficiency classes in financial year 2013/14. This amount increased by 8 percentage points from financial year 2011/12.

G4-EN7
G4-PR3

Energy label: Refrigeration products

Percentage

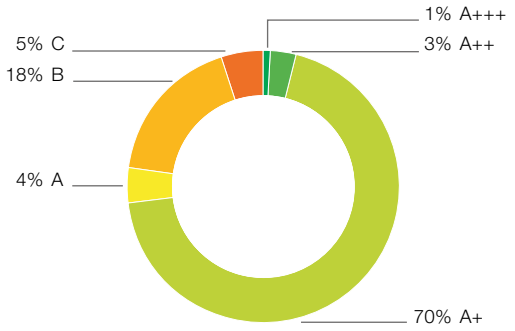


2013/14

In financial year 2013/14, 67 percent of the refrigeration products produced for EU countries were rated in the energy label's two highest energy efficiency classes. This amount increased by 29 percentage points from financial year 2011/12.

Energy label: Tumble dryers

Percentage



2013/14

Four percent of the dryers produced for EU countries were rated in the energy label's two highest energy efficiency classes in financial year 2013/14. In addition, 70 percent of the dryers conformed to the A+ energy label class.

G4-EN7
G4-PR3

New and old energy labels

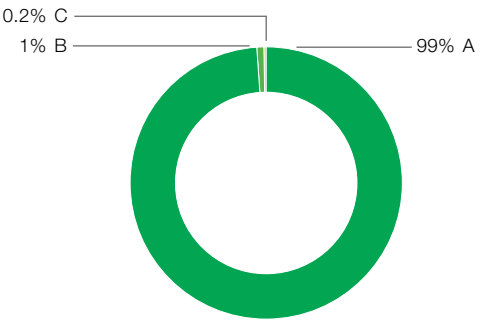
New label

Old label

The new energy label applies to washing machines, dryers, dishwashers and refrigeration products and has now been expanded to include the new A+++, A++ and A+ classes, in order to more clearly differentiate between high-efficiency products. The old energy label applied to electric cookers until 31/12/2014.

Energy label: Electric cookers and ovens

Percentage



2013/14

99 percent of the electric cookers and ovens produced for EU countries were ranked in the energy label's top energy efficiency class in fiscal year 2013/14.

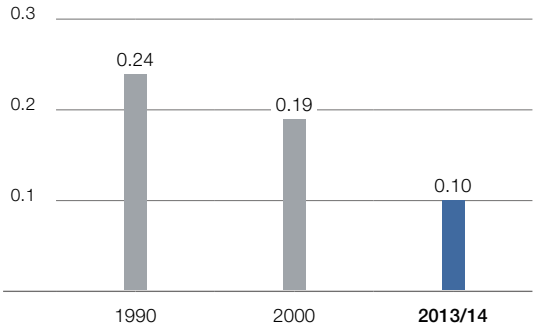
[1)] The scope of reporting includes EU member states in which the EU energy label is mandatory, as well as Croatia, Norway and Switzerland. The figures refer to the appliances produced for these countries.

Use: Consumption efficiency [1)]

G4-EN7
G4-EN27

Washing machine power consumption

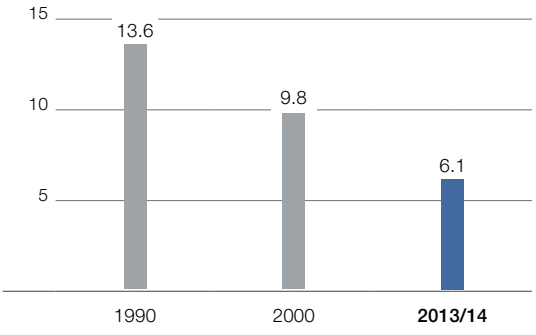
in kWh/kg of laundry



The top energy-saving Miele washing machine available on the market consumes electricity at a rate of 0.10 kWh per kilogram of laundry. Miele was therefore once again able to lower this rate from the previous reporting period in 2011/12 (0.11 kWh). Since 2000, Miele has thus lowered this rate by 47 percent and has even decreased it by 58 percent since 1990.

Washing machine water consumption

in litres/kg of laundry

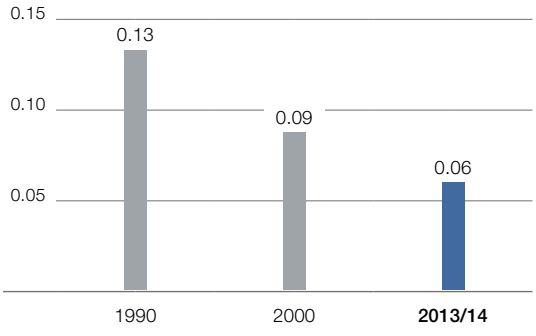


The top water-saving Miele washing machine available on the market consumes 6.1 litres of water per kilogram of laundry. Miele was thus once again able to lower this rate from the previous reporting period in 2011/12 (6.88 l/kg). Miele lowered this rate by 38 percent between 2000 and 2013/14 and has even decreased it by 55 percent since 1990.

G4-EN7
G4-EN27

Dishwasher power consumption

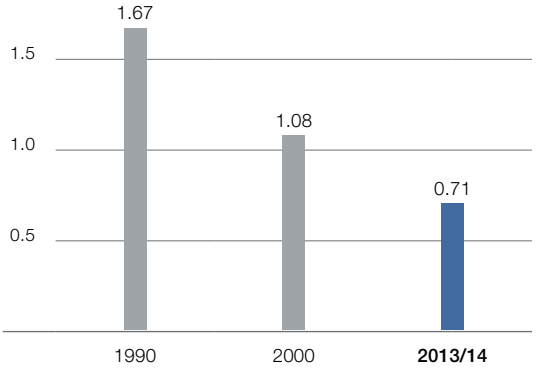
in kWh per place setting



The top energy-saving Miele dishwasher available on the market consumes 0.06 kWh of electricity per place setting. Miele was able to lower this rate by 33 percent between 2000 and 2013/14 and has even decreased it by 55 percent since 1990.

Dishwasher water consumption

in litres per place setting

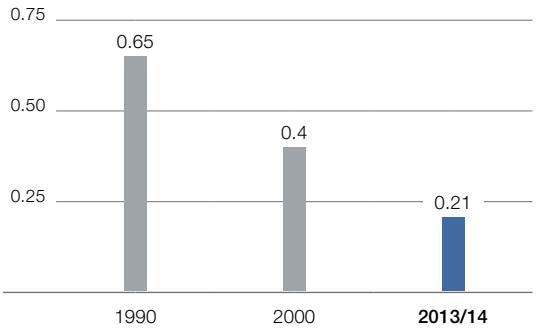


The top water-saving Miele dishwasher available on the market consumes of 0.71 litres of water per place setting. Miele was able to lower this rate by 34 percent between 2000 and 2013/14 and has even decreased it by 57 percent since 1990.

G4-EN7
G4-EN27

Refrigerators, max. usable capacity 150 l with freezer compartment

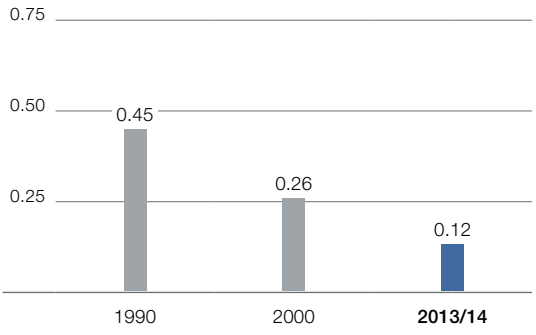
Electric power consumption in kWh/100 litres over 24 hours



The top energy-saving Miele refrigerator available on the market (usable capacity ≤ 150 litres) with a freezer compartment still consumes electricity at a rate of 0.21 kWh per 100 litres over 24 hours. Miele was able to lower this rate by 48 percent between 2000 and 2013/14 and has even decreased it by 68 percent since 1990.

Refrigerators, max. usable capacity 150 l without freezer compartment

Electric power consumption in kWh/100 litres over 24 hours



The top energy-saving Miele refrigerator available on the market (usable capacity ≤ 150 litres) without a freezer compartment consumes electricity at a rate of 0.12 kWh per 100 litres over 24 hours. Miele was able to further lower consumption from the previous reporting period in 2011/12 (0.18 kWh/100 l/24 h). Miele lowered this rate by 55 percent between 2000 and 2013/14 and has even decreased it by 74 percent since 1990.

[1)] The appliances illustrated here are the Miele appliances with the highest energy or water savings that were available on the market in a given year.

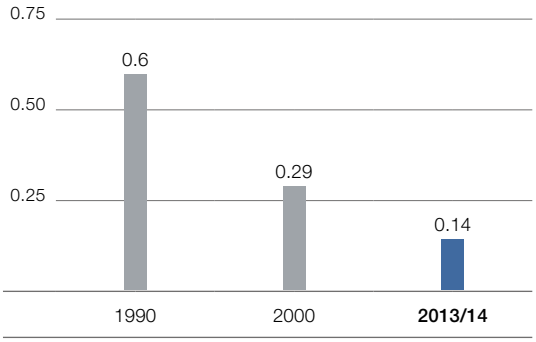
Products

Use: Consumption efficiency [1)]

G4-EN7
G4-EN27

Refrigerators, usable capacity 151 l to 300 l with freezer compartment

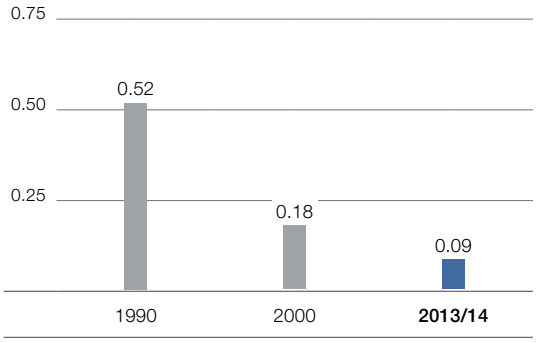
Electric power consumption in kWh/100 litres over 24 hours



The top energy-saving Miele refrigerator available on the market (usable capacity of 151-300 litres) with a freezer compartment consumes electricity at a rate of 0.14 kWh per 100 litres over 24 hours. Miele was able to further lower consumption from the previous reporting period in 2011/12 (0.16 kWh/100 l/24 h). Miele lowered this rate by 52 percent between 2000 and 2013/14 and has even decreased it by 77 percent since 1990.

Refrigerators, usable capacity 151 l to 300 l without freezer compartment

Electric power consumption in kWh/100 litres over 24 hours

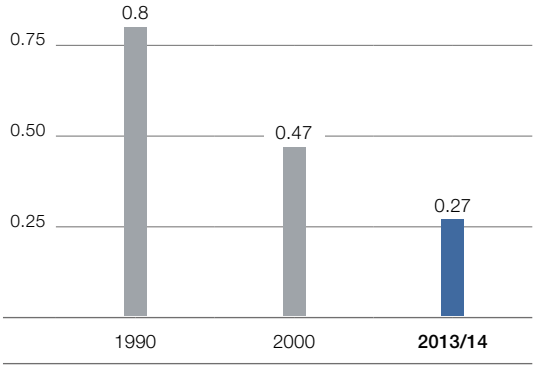


The consumption rate for the top energy-saving Miele refrigerator available on the market (usable capacity of 151-300 litres) without a freezer compartment remained unchanged at 0,09 kWh per 100 litres over 24 hours. Miele was able to lower this rate by 52 percent between 2000 and 2013/14 and has even decreased it by 83 percent since 1990.

G4-EN7
G4-EN27

Freezers, max. usable capacity 150 l

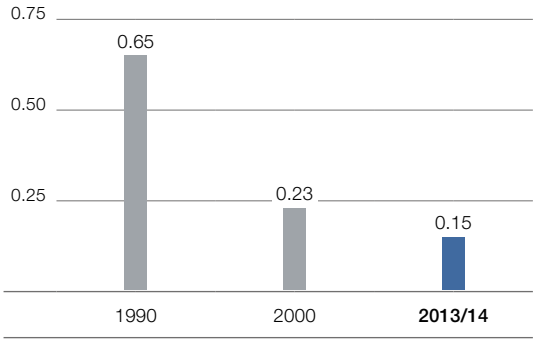
Electric power consumption in kWh/100 litres over 24 hours



The consumption rate for the top energy-saving Miele freezer appliance available on the market (usable capacity ≤ 150 litres) remained unchanged a rate of 0.27 kWh per 100 litres over 24 hours. Miele was able to lower this rate by 43 percent between 2000 and 2013/14 and has even decreased it by 67 percent since 1990.

Freezers, usable capacity 151 l to 300 l

Electric power consumption in kWh/100 litres over 24 hours

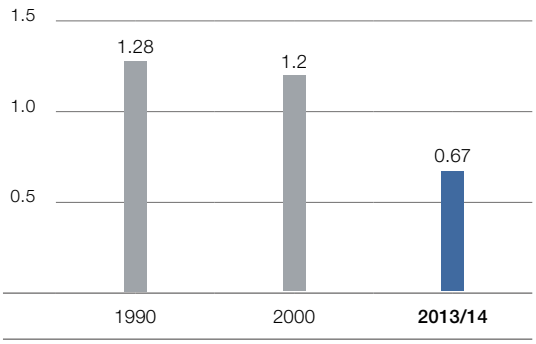


The top energy-saving Miele freezer appliance available in the market (usable capacity of 151-300 litres) consumes electricity at a rate of 0.145 kWh per 100 litres over 24 hours. Miele was able to lower this rate by 37 percent between 2000 and 2013/14 and has even decreased it by 78 percent since 1990.

G4-EN7
G4-EN27

Electric cookers and ovens

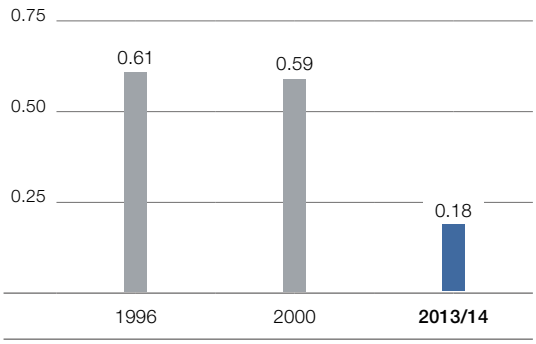
Electric power consumption in kWh



The consumption rate for the top energy-saving Miele electric cooker/oven available on the market remained unchanged at 0.67 kWh. Miele was able to lower this rate by 44 percent between 2000 and 2013/14 and has even decreased it by 48 percent since 1990.

Tumble dryers

Electric power consumption in kWh/kg of laundry



Comparable standards for rating tumble dryers were first introduced with the energy label in 1996. Miele was able to reduce the electricity consumption rate of its top energy-saving Miele tumble dryer available on the market from 0.26 kWh per kilogram of laundry in 2011/12 to 0.18 kWh per kilogram of laundry. Between 2000 and 2013/14, Miele was able to decrease this rate by 69 percent.

[1)] The appliances illustrated here are the Miele appliances with the highest energy or water savings that were available on the market in a given year.

6 Our objectives
Progress on existing objectives

Topic	Strategic objective	Measures	Target date	Comment	Status
Strategy and management					
Sustainability strategy	Refine and implement of the Miele sustainability strategy on a cyclical basis.	Conduct annual strategy reviews.	continuously	Strategy reviews have taken place. The review process included: individual interviews with the relevant departments, joint workshops for the internal evaluation of sustainability criteria, external stakeholder surveys (customers and expert stakeholders), consideration of GRI G4 requirements. Presentation of results in the Sustainability Committee.	✓
Sustainability management	Optimise monitoring and reporting of key sustainability indicators.	Expand and further improve the IT system to work with key sustainability indicators.	30/06/2014	Reporting was optimised together with Miele's IT systems in a number of thematic areas. Reporting improvements in additional areas will be complete by the end of FY 2014/15.	✓
Management system	Implement and certify relevant management systems at all Miele locations.	Certify the Dongguan plant to ISO 14001 (30/06/2013). Certify all Miele locations to ISO 50001 (30/06/2014). Certify the Dongguan plant to SA8000 (31/12/2015).	31/12/2015	Dongguan plant certified to ISO 14001 on 05/02/2013. Certification of all Miele locations (except Dongguan) to ISO 50001 completed on 17/02/2014. Dongguan plant certified to OHSAS 18001 on 07/03/2014. Certification of the Dongguan plant to SA8000 is expected to occur by late 2015.	✓ ✓ ✓ ✓
Stakeholder dialogue	Establish systematic stakeholder management processes.	Create a stakeholder database and systematise the stakeholder dialogue at various levels. Incorporate a stronger international focus in dialogue processes.	30/06/2014	A stakeholder database was compiled and has already been used for a stakeholder survey.	✓
Compliance management	Make further improvements to the existing compliance management system.	Implement an electronic learning tool for compliance training.	30/06/2013	A beta version of the software tool was tested. The Germany-wide rollout of the tool took place in late 2014. Target group: primarily all managers, but also employees, in specific departments such as Purchasing, Auditing, Sales/Marketing. English-language version to follow. Also, an additional learning software program is being planned for cartel law training.	✓
CR risk management	Expand the Miele risk management system to include relevant sustainability aspects from the sustainability strategy.	Identify and evaluate sustainability-related risks which could significantly impact Miele; integrate these risks into existing risk management system.	31/12/2013	Significant risks were identified. Risks have been partially integrated into existing risk management system, e.g. the cap on CO_2 emissions, resource scarcity, obtaining certifications from suppliers to avoid violations of social standards.	✓
Products					
Efficiency-enhanced products **Products**	Increase the percentage of European washing machines, dishwashers and refrigeration products produced in the top two energy efficiency classes A+++ and A++ by 20 percent from financial year 2011/12.	Further develop existing technologies and introduce new technologies.	30/06/2014	FY 2011/12 Washing machines: 54% A+++, 17% A++ Dishwashers: 22% A+++, 30% A++ Refrigeration products: 3% A+++, 35% A++ FY 2012/13 Washing machines: 56% A+++, 35% A++ Dishwashers: 24% A+++, 31% A++ Refrigeration products: 5% A+++, 40% A++ FY 2013/14 Washing machines: 63% A+++, 27% A++ Dishwashers: 30% A+++, 30% A++ Refrigeration products: 8% A+++, 59% A++ This breakdown reflects increases in the two highest classes: – From 71% to 90% for washing machines, equal to a 27% increase. – From 52% to 60% for dishwashers, equal to a 15% increase. – From 38% to 67% for refrigeration products, Equal to a 76% increase.	✓

✓ Objective met; ✓ Objective partially met; – Objective not met

Progress on existing objectives

Topic	Strategic objective	Measures	Target date	Comment	Status
Products					
	Achieve at least the new A+ energy efficiency class rating for the EU energy label on 60 percent of all European dryers produced.	Use compressors that provide even greater energy savings.	30/06/2014	FY 2012/13: 57% of the European dryers produced were rated in the energy efficiency class A+ or higher. FY 2013/14: 73% of the European dryers produced were rated in the energy efficiency class A+ or higher.	✓
	Increase the number of Miele appliance users with the option to sensibly use renewable energy.	Develop and launch a solar-powered tumble dryer.	30/06/2014	Launch occurred in May 2013.	✓
	Increase the number of Miele washing machine users with the ability to further reduce the amount of laundry detergent they use.	Expand the product line for washing machines with automatic detergent dosing systems. Enhance existing dosing devices.	30/06/2014	New dosing devices were developed and launched: - TwinDos – Automatic dosing of liquid laundry detergent from two containers integrated in the washing machine; detergent and appliance are matched to one another; dosing occurs at the ideal moment. - CapDosing – Dosing of special detergent and fabric conditioner in portions; dosing occurs at the ideal moment; use of chemicals is based on the specific programme and load size. Advantage: easy-to-use, doses are neither too large nor too small.	✓
	Increase the number of Miele appliance users with the independent ability to actively and spontaneously reduce their consumption of resources even further.	Expand the line of appliances offered with the Eco Feedback function for transparent display of current energy and water use depending on the programme selected.	30/06/2014	FY 2013/14: Example from laundry care: 39% of all front loaders sold (i.e. more than one-third) are equipped with Eco Feedback.	✓
Durability and reliability	Continue to ensure that durability and reliability make a contribution to resource conservation and climate protection, incl. in new model series.	Continue to apply proven appliance requirements, such as the 20-year service life specification, requirements-compliant product engineering, the use of high-quality materials and the validation of required characteristics through fatigue tests.	30/06/2014	The requirements continue to apply.	✓
Gentle processes	Continue to offer particularly gentle processes for cleaning and drying laundry and dishes as well as for food preparation in an effort to help conserve resources, incl. in new modeal series.	Continue to refine proven technologies; roll out further developments with new products.	30/06/2014	Example from laundry care: - Thermal honeycomb drum – A new surface structure with larger honeycomb shapes, wider ridges and new perforation (steam-guide system) handles laundry gently without leaving any creases. No naps or snags form on clothing. - Pre-iron option on all W1 series washing machines – clothes are smoothened by steam injection. This makes ironing easier. - SteamFinish in the tumble dryer (Steam Smoothening programme) – Finely misted water combined with hot process air and drum movements ensures that clothes are spread out and smoothened. This means that dry clothes are ready for ironing or do not need to be ironed at all.	✓
Universal design/ User comfort	Continue to pursue the standard of uncomplicated and intuitive operability for various different groups of Miele product users, incl. in new model series.	Expand internal checklists and guidelines in order to make the development process and products more user-focused. (30/06/2013).	30/06/2014	The objective was not achieved for user interfaces (displays, buttons, acoustics).	✓

✓ Objective met; ✓ Objective partially met; – Objective not met

Progress on existing objectives

Topic	Strategic objective	Measures	Target date	Comment	Status
Supply chain					
High environmental and social standards	Ensure compliance with accepted environmental and social standards throughout the Miele supply chain.	Review existing supplier management system with regard to environmental and social standards and derive of new fields of action (30/06/2013).	continuously	Complete.	✓
		Also introduce a contract management system for improved control of sustainability standards within the supplier management process (31/12/2013).		Completed for Miele company standard 195 and RoHS.	✓
		Optimise the supplier evaluation system to better incorporate sustainability criteria (30/06/2014).		Complete.	✓
Processes					
Energy efficiency	Implement an energy management system that meets the ISO 50001 standard at all production sites in order to further reduce energy consumption.	Upgrade measurement techniques and analysis software; improve controlling.	30/06/2014	An energy management system that meets the ISO 50001 standard was implemented at Miele plants between November 2013 and February 2014.	✓
	Decrease specific energy consumption by 2 percent from 1368 kWh/tonne of product (2011/12).	Identify potential based on analyses of actual situation (30/06/2013). Derive individual location-specific initiatives from the analysis of potential and implement these initiatives.	30/06/2014	The analysis of potential is complete. Initiatives are in the process of being implemented. This comprises significant investments that must be made over a longer period of time, which is why not all initiatives have been implemented yet. FY 2012/13: Energy consumption per tonne of product = 1415 kWh (up 3.5% from 2011/12) FY 2013/14: Energy consumption per tonne of product = 1275 kWh (down 6.8% from 2011/12)	✓
CO_2 reduction	Lower the average CO_2 emissions to 130 g/km for all cars and 175 g/km for all light commercial vehicles (LCVs) in accordance with EU limits for new vehicles.	Convert the Miele vehicle fleet to low-emissions vehicles when procuring replacements. Perform a progress review as of 30 June of each year.	30/06/2016 (cars) 30/06/2018 (LCVs)	FY 2012/13: Cars: 132 g/km, 138 g/km in previous year, 2016 target: 130 g/km; trend is positive. LCVs: 203 g/km, 214 g/km in previous year, 2018 target: 175 g/km; trend is positive, rate reduced by 5%. FY 2013/14: Cars: 128 g/km, previous year 132 g/km, meaning that the target for mid-2016 has already been met. Miele will continue to pursue its ongoing objective of reducing CO_2 emissions. LCVs: 194 g/km, 203 g/km in previous year, 2018 target: 175 g/gm. The current trend is positive; Miele expects to meet the target.	✓
	Ship at least 80 percent of the total outbound shipping volume by sea or rail transport, max. 1.5% by air freight.	Choose environmentally friendly modes of transport using the CO_2 calculation tool in accordance with the Miele directive for selecting transport services. Perform a progress review as of 30 June of each year.	continuously	FY 2012/13: Both objectives were met. By ship and rail: 84.8% (prev. year: 84.2%, target > 80%) By air: 0.8% (previous year: 0.6%, target: < 1.5%) FY 2013/14: Both objectives were met. By ship and rail: 84.9% (+0.1%) By air: 1.0% (+0.2%)	✓
	Reduce company CO_2 emissions by 3 percent from 560 kg/tonne of product (2011/12).	Implement all initiatives that help to reduce CO_2, e.g. reducing the amount of energy used at company locations and organising a low-emissions distribution of goods.	30/06/2014	FY 2012/13: CO_2 emissions were 575 kg / tonne of product (2013/14), and thus increased by 2.9%. Reasons for this increase: Outbound transport emissions increased by 7.6%. Increase in volume transported by air (large air freight deliveries at the Australian sales subsidiary); increase in volume transported by ship, primarily at the Australian sales subsidiary Distribution within Germany increased by 4.6% (volume growth at the German sales subsidiary)	–

✓ Objective met; ✓ Objective partially met; – Objective not met

Progress on existing objectives

Topic	Strategic objective	Measures	Target date	Comment	Status
Processes					
				FY 2013/14 CO_2 emissions were 556 kg / tonne of product (2013/14), and thus decreased by 0.5% from 2011/12 Reasons for this change: Greater volume transported by lorry due to volume growth in Austria, Turkey and Russia. Increased pre- and post-carriage transports for the higher volumes transported overseas. Greater volume transported by air due to strong volume growth overseas, particularly in Australia and Canada. Continued introduction of new product groups / initial supply operations. Greater volume transported by ship due to strong volume growth overseas, particularly in Australia and Canada.	–
Resource efficiency	Increase the high waste recycling rate of 94 percent (2011/12) for all production sites to over 95 percent.	Optimise production processes and utilise new processing technologies.	30/06/2014	FY 2012/13: The recycling rate for all plant sites was 95.2%. Among other contributing factors, this was achieved through efforts by the plant sites themselves, meetings with waste management comp.and improved waste sorting activities. FY 2013/14 In FY 2013/14, the recycling rate was 93%.	–
	Reduce production waste by 2 percent from 143 kg/tonne of product (2011/12).	Identify other potential areas for reduction by conducting detailed site-specific analyses; determine and implement appropriate initiatives.	30/06/2014	FY 2012/13: The rate rose from 142.8 kg/tonne of product to 151.7 kg/tonne of product in FY 2012/13 and thus failed to meet the forecast. (+6.3% from previous year). Because the waste water treatment system in Bielefeld was taken out of operation, the industrial waste water at that site was counted as "waste for disposal". Relocations and new production processes within the Miele group resulted in increased production-specific waste (incl. significant scrap metal) upon start-up. In addition, the measurement and allocation of production-specific waste was improved. FY 2013/14: The rate increased from 142.8 kg/tonne of product to 156.9 kg/tonne of product in FY 2013/14. (+9.9% from FY 2011/12).	–
	Lower the water consumption rate of 2.15 m^3/tonne of product (2011/12) by 5 percent.	Optimise and renovate the water system.	30/06/2014	FY 2012/13: The rate of water consumption in FY 12/13 was 2.02 m^3/tonne of prod., which means that consumption was reduced by 6% from the previous year (2.15 m^3/tonne of prod.). FY 2013/14: In FY 2013/14, the water consumption rate was 2.11 m^3/tonne of prod., which means that consumption was only lowered by 1.6% from FY 2011/12 (2.15 m^3/tonne of prod.). Reasons for the new increase include: Warendorf: A new production line made it necessary to clean and dry the door glass for the new generation of washing machines. The cleaning equipment used consumes water at a rate of approx. 250 l/h. Plans are in place to treat this water, which would help to offset the increased water usage. Gütersloh: Water usage increased by 3.85% from the previous year. This can be attributed to a 25.5% increase in the use of water from the city water supply. Stricter hygiene requirements were the cause of this increase. Bünde: The cause at this plant was the need to fill the heating system with reverse osmosis water (approx. 250 m^3). Increased production at this location also meant greater consumption of reverse osmosis water.	–

✓ Objective met; ✓ Objective partially met; – Objective not met

Progress on existing objectives

Topic	Strategic objective	Measures	Target date	Comment	Status
Employees					
Ensuring recruitment of qualified young talent	Establish a globally standardised talent management system to ensure that qualified young talent is recruited.	Equip existing talent-management activities with a stronger international focus. Establish standardised succession planning.	30/06/2014	The "Succession Management" software tool has been rolled out globally. Sales subsidiaries are using this tool to provide the central Human Resources Development department with reports on talent identified at their own locations. The eight-day initial qualification programme for managers is now offered internationally. Managers from eleven different nations participated in the first round.	✓
Diversity and equal opportunity	Further improve the compatibility of family and work life by expanding the range of family services offered.	Expand family services to include additional locations in order to offer solutions that meet the individual needs of more local employees (e.g. childcare, counselling in case of sickness or dependency on care, holiday programmes for schoolchildren).	30/06/2014	The five-day holiday programme offered during summer holidays has been expanded: children of employees at the Bielefeld and Oelde plants are now eligible to participate. The number of spots reserved at the "Adventure Kids" day care centre has been increased from eight to eleven, and all spots are taken. All Miele employees in Germany can take advantage of the range of free counselling services offered by pme Familienservice.	✓
	Employ an integrated diversity management system to ensure that diversity is a source of success and innovation while sustainably guaranteeing equal opportunities.	Launch the "Fokus Frauen" (Focus on Women) diversity project in 2013.	30/06/2014	Three sessions on diversity were held as part of the Open Training Programme. The working group for diversity from the Professional Education and Training Association for the Ostwestfalen-Lippe Regional Economy met at Miele in Gütersloh. The "Lead Diversity" seminar is a new part of the manager qualification programme. A pilot event was held.	✓
Occupational health and safety	Institutionalise preventive healthcare.	Expand internal activities as part of a systematic health management programme offered by the company.	30/06/2014	Various plant activities were carried out: - At all plants: Human Resources management have agreed a uniform approach to implementing the health management system. The "Integration Management Programme" (IMP) has been introduced. Gütersloh: A working group of production managers has been set up. Plans have been made to provide a "Fitness Check" service for employees. Bielefeld: Employee surveys have been completed in four pilot areas. The projects "Reducing Work Accidents" and "Ergonomic Workstation Design" have been launched. Health information brochures have been distributed. Sports and prevention programme offerings have been developed. An age structure analysis was conducted. Euskirchen: Muscle training, movement training and a back pain prevention programme are offered. Lehrte: Nutritional counselling and courses aimed at helping smokers to quit are in place. Oelde: The pilot project "Workstation Training for Fitting Employees" was launched. Warendorf: A health day was held in March 2013. The company health insurance plan provides numerous courses and sessions. Arnsberg: Offerings are being developed in coop. with the "Techniker Krankenkasse" (public health insurance fund).	✓
	Optimise workstation design to accommodate ageing employees.	Carry out additional ergonomic studies at all production sites and take appropriate measures (31/12/2013).	30/06/2014	See the initiative "Expand internal activities as part of a systematic health management programme offered by the company" above. Additional ergonomics studies have also been conducted.	✓
	Reduce the company IF – injury frequency (not including commuting accidents) – by 10 percent from financial year 2011/12.	Update hazard analyses. Implement appropriate improvement measures.	30/06/2014	Risk assessments were performed to update hazard analyses. FY 2013/14 Increase in injury frequency by 17.5%, from 11.55 (FY 2011/12) to 13.57 (2013/14).	–

✓ Objective met; ✓ Objective partially met; – Objective not met

Progress on existing objectives

Topic	Strategic objective	Measures	Target date	Comment	Status
Employees					
Sustainability awareness	Make all Miele employees aware of the issue of sustainability through training and information sessions.	Create a training concept (30/06/2013). Implement this concept in information sessions and workshops (30/06/2014).	30/06/2014	Lectures were offered on sustainability topics and on the Sustainability Report through the Open Training Programme. Energy and resource efficiency is being addressed alongside the topic of occupational health and safety as part of safety instruction. All employees are being familiarised with energy-saving tips as well as the targets for reducing the use of energy and water outlined in the sustainability strategy.	✓
Society					
Promoting an intact and attractive community at company locations	Continue current level of local involvement at company locations in the areas of learning/education and art/culture.	Develop a donation policy. Continue the support of youth organisations in the district of Gütersloh. Sponsor the Westfälischen Kammerphilharmonie (Westphalian Chamber Philharmonic Orchestra) through the Miele Foundation, initially until 2013. Support the "Ferienspiele" (Holiday Games).	continuously	A donation policy was developed. The policy references the "Society" field of action on the sustainability strategy map as well as the field's objective, which reads: "Promoting an intact and attractive community at company locations." The policy's main focus is on improving life opportunities for young people, with support typically going to projects involved in education, learning and culture. It also prioritises the support of people suffering hardship through no fault of their own.	✓

✓ Objective met; ✓ Objective partially met; – Objective not met

New objectives

Focus area	Objective	Target date	Measures
Strategy and management			
Sustainability strategy	Refine and implement the Miele sustainability strategy on a cyclical basis.	continuously	Annual strategy reviews involving the relevant functional areas.
Sustainability management	Optimise monitoring and reporting of key sustainability indicators.	30/06/2015	Expand the IT system for key sustainability indicators and utilise the system for targeted control of activities.
Management system	Implement and certify relevant management systems at all Miele locations.	31/12/2015	Certify the Dongguan plant to the SA8000 standard.
	Have all European Miele locations externally audited and re-certified to the following standards: ISO 9001, ISO 14001, OHSAS 18001, ISO 50001 and SA8000.	14/12/2017	Have audits performed by external certifiers. Obtain new certificate valid for 3 years from 15/12/2014.
Stakeholder dialogue	Establish systematic stakeholder management processes.	30/06/2016	Conduct continuous screening of stakeholders in the discussion on sustainability. Communicate regularly with core stakeholders.
Compliance management	Make further improvements to the existing compliance management system.	30/06/2015	Implement learning software for Miele's code of conduct on a company-wide basis.
		30/06/2016	Introd. learning software for compet. law and cartel law training.
		30/06/2016	Implement a compliance software programme addressing the following areas: operational environmental protection, energy, occupational safety and product-related environmental protection.
CR risk management	Expand the Miele risk management system to include relevant sustainability aspects from the sustainability strategy.	continuously	Identify and evaluate sustainability-related risks which could significantly impact Miele; integrate these risks into existing risk management system.
Products			
Efficiency-enhanced products	Further increase the percentage of European washing machines, tumble dryers, dishwashers, cooktops/ovens and refrigeration appliances produced in the top energy efficiency classes from financial year 2013/14.	30/06/2016	Offer highly efficient technologies in low price ranges.
	Continue to expand the range of all appliance models that have an energy efficiency label (EU) and are offered in the top energy efficiency class from the previous level in financial year 2013/14.	30/06/2016	Further develop existing technologies and introduce new technologies.
	Increase the number of Miele washing machine users with the ability to further reduce the amount of laundry detergent they use.	30/06/2016	Expand the product line for washing machines with automatic detergent dosing systems.
	Increase the number of Miele appliance users with the independent ability to actively and spontaneously reduce their consumption of resources even further.	30/06/2016	Expand the line of appliances offered with the Eco Feedback function for transparent display of current energy and water use depending on the programme selected.
Durability and reliability	Continue to ensure that durability and reliability make a contribution to resource conservation and climate protection, incl. in new model series.	30/06/2016	Conduct and release study on the usefulness of long product service life from an environmental standpoint. Continue to apply proven appliance requirements, such as product engineering designed for a 20-year service life as well as the use of high-quality materials. Continue to validate required characteristics in fatigue tests.
User comfort	Continue to pursue the standard of uncomplicated and intuitive operability for various different groups of Miele product users, incl. in new model series.	30/06/2016	Design and develop simple and intuitive controls. Conceptualise possible options for appliance feedback to the user (e.g. in the form of acoustic or visual signals) and, if necessary, also enable these options to be retrofitted.
Networking of domestic appliances / Smart Grid technology	Enable convenience, safety and energy savings by networking domestic appliances.	30/06/2016	Enhance the networkability of Miele products: Miele appliances should be network-compatible with other communication networks, components and products, with the added goal of reducing primary energy consumption and CO_2 emissions for the entire system.
Products free of harmful substances	Continue to manufacture products without using critical substances.	30/06/2016	Continue existing practice of cyclically updating the internal guideline (Miele company standard) for limiting usage of harmful substances to reflect the latest expert knowledge.
Resource-efficient products	Ensure that future products remain durable, easy to repair, efficient and highly recyclable.	30/06/2016	Continue to adhere to existing requirements; further develop products wherever possible while improving their resource efficiency.
Recycling/ Disposal	Establish initial cradle-to-cradle concepts for the environmentally friendly recycling of Miele products.	30/06/2016	Review solutions for the return of used materials in light of the amended Electronic and Electronic Equipment Act (ElektroG). Check for closed material cycles and initiate pilot projects.

New objectives

Focus area	Objective	Target date	Measures
Supply chain			
High environmental and social standards	Ensure compliance with accepted environmental and social standards throughout the Miele supply chain.	30/06/2016	Implement early warning indicators in the existing supplier management system as part of a pilot project in order to identify procurement risks ahead of time and evaluate these risks accordingly.
Processes			
Energy efficiency	Decrease specific energy consumption by 4 percent from 1368 kWh/tonne of product (2011/12).	30/06/2016	Implement additional individual, location-specific initiatives derived from the analyses of potential performed in FY 2012/13 for infrastructure systems such as heating and ventilation.
CO_2 reduction	Lower the average CO_2 emissions to 130 g/km for all cars and 175 g/km for all light commercial vehicles (LCVs) in accordance with EU limits for new vehicles.	30/06/2016 (cars) 30/06/2018 (LCVs)	Convert the Miele vehicle fleet to low-emissions vehicles when procuring replacements. Perform a progress review as of 30 June of each year.
	Ship at least 80 percent of the total outbound shipping volume by sea or rail transport, max. 1.5 percent by air freight.	continuously	Choose environmentally friendly modes of transport using the CO_2 calculation tool in accordance with the Miele directive for selecting transport services. Perform a progress review as of 30 June of each year.
	Reduce company CO_2 emissions by 3 percent from 556 kg/tonne of product (2011/12).	30/06/2016	Implement all initiatives that help to lower CO_2 emissions, e.g. reducing the amount of energy used at company locations and organising a low-emissions distribution of goods.
Resource efficiency	Reduce mixed waste by 15 percent from financial year 2012/13.	30/06/2016	Increase the sorting quotas for cardboard/paper and foils. Optimise processes and container systems.
	Improve resource efficiency in administrative operations.	30/06/2015	Review the use of recycled paper and other environmentally friendly alternatives before making preparations for a pilot phase.
Employees			
Ensuring recruitment of qualified young talent	Create a concept for strategic human resources planning.	30/06/2015	Perform an age structure analysis and retirement analysis for all locations.
	Raise manager awareness about the real impact of demographic change.	30/06/2016	Hold awareness workshops involving plant managers and department heads at Miele locations and compile ideas.
Diversity and equal opportunity	Identify needs in terms of future initiatives for the advancement of women.	30/06/2016	Survey female managers, engineers and high-potential candidates during financial year 2014/15. Participate in the "Frauen-Karriere-Index" (Women's Career Index) project funded by the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth with the aim of creating transparency on the issue of advancement opportunities for women.
Occupational health and safety	Continue to improve and optimise health-promotion initiatives and ageing-appropriate workstation design.	30/06/2016	Form project teams at all production sites to address the issue of company health management. Implement the "physical fitness" concept in collaboration with an external partner (determine Work Ability Index, perform diagnostics and analyses, create individual employee training plans). Conduct an employee survey on the topic of health in cooperation with an external partner. Provide various different counselling services and information events/materials.
	Reduce the company IF – injury frequency (not including commuting accidents) – by 10 percent from financial year 2011/12.	30/06/2016	Update hazard analyses and perform a thorough analysis of accident events.
Sustainability awareness	Raise awareness among Miele employees about the issue of sustainability.	30/06/2016	Optimise internal communications pertaining to the sustainability strategy, e.g. by exchanging information about flagship projects at the different locations and about sustainability activities pursued by the company at all plants.
Employee satisfaction	Be regarded as an employer with high integrity by Miele employees.	30/06/2016	Continue employee engagement surveys at additional sales locations. Plan follow-up surveys for financial year 2015/16.

New objectives

Focus area	Objective	Target date	Measures
Society			
Promoting an intact and attractive community at company locations	Continue current level of local involvement at company locations in the areas of learning/education and art/culture.	continuously	Continue the support of projects/organisations serving children and youth in the district of Gütersloh; provide extensive assistance to not-for-profit institutions. Support the OWL scholarship fund. Provide financial support for the Holiday Games programme through the Miele Foundation.

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