### Miele sales and workforce development

**Particularly high investments in growth and innovation**

During the past business year, the Miele Group invested to the tune of € 225 m. This represents € 41 m, or 23%, more than in the previous year. Almost two-thirds of these investments were allocated to locations within Germany, whereas around 63% was ploughed into the development of new appliances as well as in the expansions, conversions and modernisation of production facilities. Significant funds also went into the modernisation and extension of administration, sales and logistics in Gütersloh. Particular public attention was attracted by the construction of Miele’s first day-care centre for children in Germany, which is due to commence operation on March 1, 2018.

New showrooms were opened by Miele in Bolzano, Hong Kong, Madrid, Paris, Split and Stockholm. The long-announced change on the Miele Board went as planned: At the end of 2016, Dr. Eduard Sailer retired after 19 successful years as board member responsible for technical affairs. His successor in the post is Dr. Stefan Beat, previously plant manager at Miele’s appliance production facility in Gütersloh. As part of a meticulously prepared transition, Dr. Beat was called to the board in April 2016, representing the sixth Board member for an intervening period. Further Executive Directors, each with equal voting rights, are Ole Bartsch (Finance/Administration), Dr. Axel Kniehl (Marketing/Sales) and Dr. Markus Miele and Dr. Reinhard Zinkann (Executive Directors and Co-Proprietors).

### Business Report 2016/17

**FACTS AND FIGURES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Worldwide turnover *</th>
<th>thereof in Germany</th>
<th>Year-on-year change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>3.22</td>
<td>1.03</td>
<td>+8.3%</td>
</tr>
<tr>
<td>2016/17</td>
<td>3.71</td>
<td>1.10</td>
<td>+6.4%</td>
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</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of employees</th>
<th>thereof in Germany</th>
<th>Year-on-year change</th>
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<tbody>
<tr>
<td>2015/16</td>
<td>17,660</td>
<td>10,411</td>
<td>+2.4%</td>
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<tr>
<td>2016/17</td>
<td>18,370</td>
<td>10,326</td>
<td>+3.5%</td>
</tr>
</tbody>
</table>

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* Figures as per June 30, 2017

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**Miele sales subsidiaries**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
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<td>3.15</td>
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<td>3.49</td>
<td>3.71</td>
</tr>
<tr>
<td>thereof in Germany</td>
<td>0.95</td>
<td>0.98</td>
<td>1.03</td>
<td>1.10</td>
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</tbody>
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**Contact:**

Carsten Prudent  
Tel.: +49 (0)5241/89-1951  
Email: carsten.prudent@miele.com
Family-owned Miele Company further con-
solidates worldwide growth at high level. The world’s leading manufacturer of premium
appliances and vacuum cleaners has been the undisputed winner in terms of market
performance. In the past financial year Miele achieved sales of €4.88bn, representing an increase of 6.8%. Here, Miele has been the undisputed winner in terms of market
performance.

The traditional Gelsenkirchen-based company has countered the price-aggressive marketing activ-
ties of other manufacturers with its continued
focus on quality and innovation. Positioned with
in its branch of industry, for instance by offering high-quality flagship models with technical fea-
tures exclusive to the Miele brand. At the same
time, entry-level and promotional models offer
better performance and convenience and, in in-
dividual cases, occupy new price points. This is
coupled with the persistent expansion of Miele’s
worldwide marketing presence both online and
in brick-and-mortar stores, ensuring additional
impetus in an ever-increasing number of markets.

Further growth expected

As a result, Miele’s Executive Board antici-
pates an appreciable further increase in both
turnover and unit sales in the coming financial
year. These expectations are founded in the
company’s attractive product portfolio, a well-
stocked, set-up and sold in markets and sales – as
well as in the constantly positive market forecasts for
Germany, Europe and the world at large.

With its brand-defining series of built-in
appliances featuring doors which open electric-
ally at the touch of a fingertip, Miele has forcefully
completed its line-up of products catering for
flush-design high-end kitchens. And, in the field
of laundry care, Miele’s TWIN漩涡 dryer sets new
standards, boasting an aggregate cycle time of
less than 3 hours, the time-related TWIN漩涡 dry-
ning system – and an 40% increase in unit sales.

New impulses for smart home

On the smart domestic appliance front, Miele,
pioneer in the field for many years, pointed the way
in multiple respects during the reporting period:
the near Smart home business has been up and
running since last autumn, bringing together
TAB, production and marketing under one roof.
Providing a strategic twin engine supported by Miele’s
newly founded subsidiary Miele Ventures GmbH, through to direct equity stakes. As
content context, the focus is on business models, tech-
nologies and applications relating to topics such
as the smart home or Industry 4.0, as well as
innovative production and product technolog-
ies. And, at the last (virtually) exhibition,
the company presented its extended culinary
version of the MindSculpture appliance app in
exclusive collaboration with the Kitchen Stories
food portal, more than 1,100 Miele recipes and
200 inspirational food-preparation videos will
be accessible from mobile devices. The Miele
Professional business unit comprising laundry
technology, commercial dishwashing as well
as medical and laboratory technology, recorded
sales of €414m during the past financial year.
This corresponds to an increase of 1%, whereby
growth was impeded by a one-time-effect in the
laundry technology sector. Commercial dishwash-
ners, for instance, with their new product range
achieved a growth rate of more than 6%. Sales
are to be said of the service sector. A similarly posi-
tive trend is anticipated in the laundry technology
field, thanks to the considerably, reduced electric-
ity and water consumption of the new Benchmark
series of machines.

Steware now belongs to Miele

In the medical technology field, Miele’s market
position has improved significantly on account of
the fact that the reputable Italian Steelco Group is
now part of the Miele Group. In the course of intro-
ducing a division of responsibilities, project busi-
ness involving equipment sales to central sterile
supply departments (CSSDs) in hospitals will
be concentrated under the Steware label. Miele, for
its part, will concentrate on sales to surgeons and
laboratories. In the interests of a long-term part-
nership, Miele has taken a majority interest in
Steware, but will continue to manage the brand as
a separate and independent company. The over-
riding aim is to offer clients even more effec-
tive product portfolio and the best possible level of
service. The aggregate turnover resulting from
the new alliance amounts to around €250m, with
significant potential for further growth. This
new constellation did not have any impact on Miele
sales during the year under review.

Success through sustainability

As per June 30, 2017, Miele employed a staff of
18,400 worldwide. This amounted to 1,095 em-
ployees, or 0.5%, more than in the previous year.
Stewing levels rose above average in particular areas where positive business results necessitated
increased capacities, namely at several production sites, at Miele’s sales and service subsidiar-
i. At the close of the reporting period, Miele em-
ployed a staff of 10,896, corresponding to a growth
of 5.2% TTEs or 4.6%. Staff numbers increased at
all production sites, at Central Headquarters and
in Miele Germany.

At the beginning of the new training year due to start on September 1, approx. 500 young
people at German locations will commence an appren-
ticeship in one of 30 commercial professions or
technical trades. Around 100 will embark on a dual
course of study combining an apprenticeship with
a university degree. This option is available at Miele
for instance in business administration, electrical
engineering, mechanical engineering, business
informatics and industrial engineering.

The advancement and training of employees
featured prominently in Miele’s 2017 Sustainability
Report, published online as a 250-page PDF file
on June 30 (www.miele.com/sustainability).
Key content areas include information on the energy
efficiency of Miele products over their cradle-to-
grave life cycle. In this respect, Miele has more
than halved the energy and water consumption of
its appliances since 2000 without entertaining any
compromises in terms of convenience or perfor-
mance. Similar achievements were accomplished
in the protection of production facilities (Energy-related CO₂ emissions during the same
period were reduced by more than 50%).

>
Miele reports 5.9% sales growth – and more than 1000 additional employees

Family-owned Miele Company further consolidates worldwide growth at high level. The world’s leading manufacturer of premium domestic appliances, achieved sales of € 3.93 bn in the 2016/17 financial year which ended on June 30, 2017. This amounts to a year-on-year increase of € 210 m or 5.9%. Built-in appliances and vacuum cleaners made an above-average contribution to this growth. Miele observes that the period under review include a majority interest in the Italian medical technology specialist Stekco, the launch of the Miele Ventum Capital GmbH and the creation of the new Smart Home business unit. Currently, around 10,500 are in the employment of Miele. During the reporting period, investments totalled € 225 m.

In its own words, the Executive Board of the Miele Group (from left to right): Dr. Stefan Breit (Technology), Dr. Markus Miele (Executive Director and Co-Proprietor), Dr. Axel Kniehl (Marketing and Sales). Olaf Bartsch (Finances and Administration), Dr. Reinhard Zinkann (Executive Director and Co-Proprietor), Dr. Axel Kniehl (Marketing and Sales).

In its own words, the Executive Board of the Miele Group considers current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board has considered current growth to be ‘quite satisfactory'.

Miele reports 5.9% sales growth – and more than 1000 additional employees

The traditional German-based company has countered the price-aggressive marketing activities of other manufacturers with its continued focus on quality and innovation coupled with its branch of industry, for instance by offering high-quality flagship models with technical features exclusive to the Miele brand. At the same time, entry-level and promotional models offer better performance and convenience and, in individual cases, occupy new price points. This is coupled with the persistent expansion of Miele’s worldwide market presence both online and in brick-and-mortar stores, ensuring additional impulses in an ever-increasing number of markets.

Further growth expected

As a result, Miele’s Executive Board anticipates an affirmative future increase in both turnover and unit sales in the coming financial year. These expectations are founded in the company’s attractive product portfolio, a well-structured set-up and marketing_WS and sales – as well as in the positively positive market forecasts for Germany, Europe and the world at large. With its handleless ArtLine series of built-in appliances, featuring doors which open electrically at the touch of a fingertip, Miele has further optimized its line-up of products catering for flush-design high-end kitchens. And, in the field of laundry care, Miele’s V7T washer-dryer sets new standards, boasting an aggregate cycle time of less than 3 hours, the time-related EcoPulse de- napping system – and an 40% increase in unit sales. New impulses for smart home

On the smart domestic appliance front, Miele, pioneer in the field to many years, pointed the way in multiple respects during the reporting period: the near Smart Home business unit has been up and running since last autumn, bringing together IAB, production and marketing under one roof. Promising initiatives have come from Miele’s newly founded subsidiary Miele Ventum Capital GmbH, through to direct equity stakes. As regards content, the focus is on business models, technologies and applications relating to topics such as the smart home or Industry 4.0, as well as on innovative production and product technologies. And, at the last LivingKitchen exhibition, the company presented its extended culinary vision of the MieleFavourite appliance app in exclusive collaboration with the Kitchen Stories food portal, more than 1,100 Miele recipes and 200 inspirational food-preparation videos will be accessible from mobile devices. The Miele Professional business unit comprising laundry technology, commercial dishwashing as well as medical and laboratory technology, recorded sales of € 4.1 m during the past financial year. This corresponds to an increase of 1.6%, whereby growth was impeded by a one-time effect in the laundry technology sector. Commercial dishwashers, for instance, with their new product range achieved a growth rate of more than 8%. Service can be said to be the service sector. A similarly positive trend is anticipated in the laundry technology sector, thanks to the considerably reduced electricity- and water consumption of the new Benchmark Plus generation of machines.

Steyco now belongs to Miele

In the medical technology field, Miele’s market position has improved significantly on account of the Medical and Laboratory Technology business unit which was then incorporated into the Miele Group on January 1, 2017. This results in part from a reorganisation of Miele’s strategic focus and positive developments in the relevant international market segments. The former manufacturer of medical equipment and medical technology now belongs to Miele. Miele’s share over recent years – and the No. 1 share over recent years – and the No. 1 share over recent years, and the No. 1 middle tier retailer brand for major domestic appliances. Outside Germany, the USA, Australia, Canada, Australia and New Zealand, the group is at a high level. This corresponds to an increase of 5.9% market share and a market share of 70.1% in the previous year.

On an individual product group level, the success story of the Miele dishwasher continued into the business year just ended – with an increase in unit sales of almost 40% within the space of three years. In the floor care sector, Miele’s first bagless vacuum cleaner, the Blizzard CX1, was successfully launched following its trade show premiere at the IFA in 2016. For the first time in a fiscal year, Miele sold more than 2.0 million vacuum cleaners and it is once again European market leader (vacuum cleaners without bag). Miele is the market leader in the field of medical technology and analytical instruments.

The new Smart Home business unit has been up and running since last autumn, bringing together IAB, production and marketing under one roof. Promising initiatives from Miele’s newly founded subsidiary Miele Ventum Capital GmbH, through to direct equity stakes. As regards content, the focus is on business models, technologies and applications relating to topics such as the smart home or Industry 4.0, as well as on innovative production and product technologies. And, at the last LivingKitchen exhibition, the company presented its extended culinary vision of the MieleFavourite appliance app in exclusive collaboration with the Kitchen Stories food portal, more than 1,100 Miele recipes and 200 inspirational food-preparation videos will be accessible from mobile devices. The Miele Professional business unit comprising laundry technology, commercial dishwashing as well as medical and laboratory technology, recorded sales of € 4.1 m during the past financial year. This corresponds to an increase of 1.6%, whereby growth was impeded by a one-time effect in the laundry technology sector. Commercial dishwashers, for instance, with their new product range achieved a growth rate of more than 8%. Service can be said to be the service sector. A similarly positive trend is anticipated in the laundry technology sector, thanks to the considerably reduced electricity- and water consumption of the new Benchmark Plus generation of machines.

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In its own words, the Executive Board of the Miele Group considers current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Group considers current growth to be ‘quite satisfactory’. For the third time in succession, Miele’s Executive Board considers the employment of Miele. During the reporting period, investments totaled € 205 m. In the year under review the persistently expanded Miele’s worldwide marketing presence both online and in brick-and-mortar stores, ensuring additional impulses in an ever-increasing number of markets.

Further growth expected

As a result, Miele’s Executive Board anticipates an appreciable further increase in both turnover and unit sales in the coming financial year. These expectations are founded in the company’s attractive product portfolio, a well-structured set-up in marketing and sales – as well as in the predominantly positive market forecasts for Germany, Europe and the world at large. With its Bandeja redline series of built-in appliances, featuring four which open electrical

Above-average growth in Germany

The traditional Gelsenkirchen-based company has countered the price-aggressive marketing activities of other manufacturers with its continued emphasis on quality and innovation. Invested with in its branch of industry, for instance by offering high-quality flagship models with technical features exclusive to the Miele brand. At the same time, entry-level and promotional models offer better performance and convenience and, in individual cases, occupy new price points. This is coupled with the persistent expansion of Miele’s worldwide marketing presence both online and in brick-and-mortar stores, ensuring additional impulses in an ever-increasing number of markets.

Success through sustainability

At the beginning of the new training year due to start on September 1, approx. 300 young people at German locations will commence an apprenticeship in one of 30 commercial professions or technical trades. Around 120 will embark on a dual course of study combining an apprenticeship with a university degree. This option is available at Miele for instance in business administration, electrical engineering, mechanical engineering, business informatics and industrial engineering. The advancement and training of employees featured prominently in Miele’s 2017 Sustainability Report, published online as a 250-page PDF file on June 30 (www.miele.com/sustainability). Key content also includes information on the energy efficiency of Miele products over their cradle-to-grave life cycle. In this respect, Miele has more than halved the energy and water consumption of its appliances since 2000 without entertaining any compromises in terms of performance or convenience. Similar achievements were accomplished in the protection at production facilities. Energy-related CO₂ emissions during the past financial year were reduced by more than 50%.

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Miele sales and workforce development

Particularly high investments in growth and innovation

During the past business year, the Miele Group invested to the tune of € 225 m. This represents € 41 m, or 2%, more than in the previous year. Almost two-thirds of these investments were allocated to locations within Germany, whereas around 33% was ploughed into the development of new appliances as well as in the expansions, conversion and modernisation of production facilities. Significant funds also went into the modernisation and extension of administration, sales and logistics in Gütersloh. Particular public attention was attracted by the construction of Miele’s first day-care centre for children in Germany, which is due to commence operation on March 1, 2018.

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Contact:
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Email: carsten.prudent@miele.com

Worldwide turnover

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<tr>
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<tr>
<td>Growth</td>
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Thereof in Germany

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No. of employees

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<th>Year</th>
<th>2015/16</th>
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<tr>
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Miele & Cie. KG
Corporate Communications
Carl-Miele-Straße 39
D-33332 Gütersloh

Business Report 2016/17
FACTS AND FIGURES

Miele sales subsidiaries

* in EUR bn
Figures as per June 30, 2017