



We create
living spaces
for
generations
to come.

104 years ago, Johann Viessmann founded a company that has become one of the world's leading providers of climate and energy solutions, and has grown into a family of 12,700 members.

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for generations
to come.

Dear Readers,

It was Johann Viessmann who laid the foundations for a company that, over the course of the last century, has become home to one of the world's leading providers of climate and energy solutions. At the same time, it has become home to a 12,700-strong family.

These last hundred years have seen us make remarkable progress and celebrate momentous moments. It was a period in which we also needed to face up to obstacles and crises. But, because we seized the opportunities presented by these crises rather than simply mitigating the risks, we always managed to emerge from them stronger than ever before. By reacting in this way, we also managed to notch up a number of landmark achievements in the history of heating technology.

For most people, heating technology remains the area with which we are most readily associated – but we now provide a great deal more. We create living spaces for generations to come. We accept responsibility for a lot more than simply heating. We take a holistic approach to the whole energy chain – from generation right through to utilization. Maintaining a suitable climate by means of heating, cooling and good air quality is just as important to us as our efficient refrigeration solutions.

Digitalization and the transition to alternative energy sources are having an enormous impact, particularly in our sector. In collaboration with our trade partners, we are striving to overcome the accompanying challenges and striking out in innovative directions. We are creating solutions that are more digital than ever before, and so even better tailored to users' requirements.

We have an enormous opportunity – let's seize it together!



PROF. DR. MARTIN
VIESSMANN
Board of Directors



MAXIMILIAN
VIESSMANN
Board of Directors

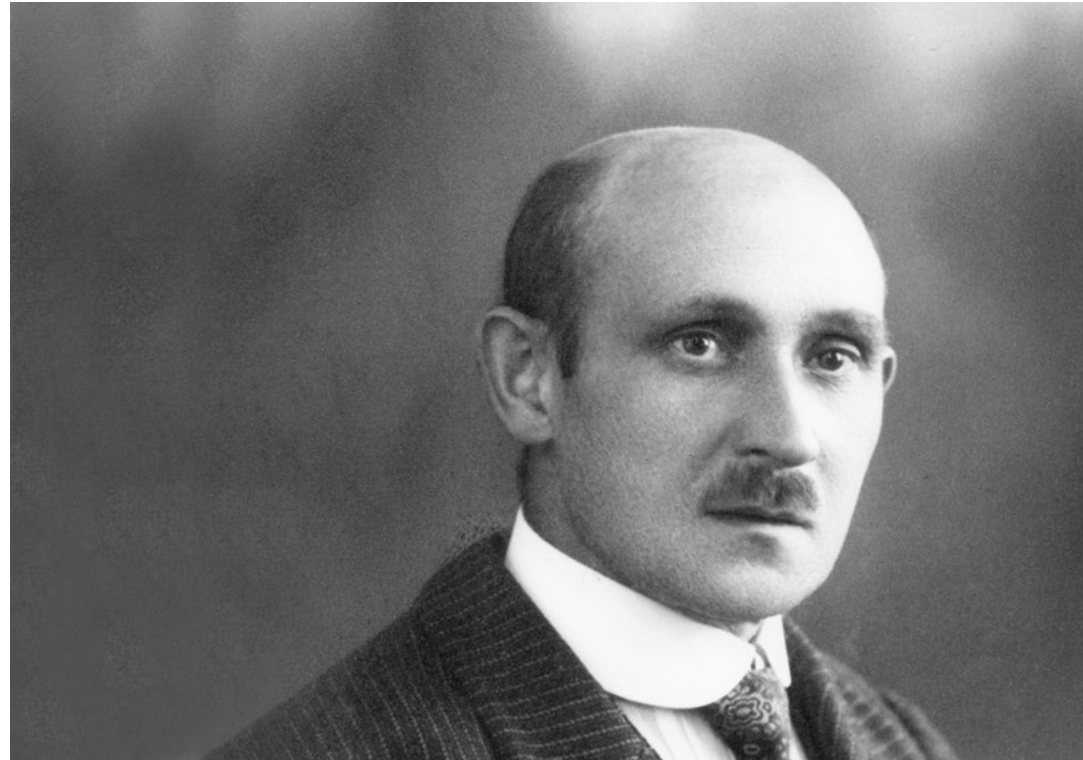


Connecting heritage and future



Dr. Hans Viessmann with chief engineer Günter Feisel (far left)

Over the past 100 years, change has been our constant companion. Looking back at the key milestones in the Viessmann family history, it becomes clear that enthusiasm for innovation is embedded in our DNA.



The company founder Johann Viessmann (photo taken sometime between 1910 and 1920)

1947

THE 2ND GENERATION:
DR. HANS VISSMANN

Ten years after relocation, Johann Viessmann hands over the company to his son Hans, and the next generation takes over the reins. The number of employees has already risen to 35.

It's now the start of the new decade, the 1950s. The heating industry is undergoing major structural changes, with heating oil replacing the solid fuels that had dominated until then. Rather than fixating on the risks, Hans Viessmann seizes the opportunity. He develops boilers for this new fuel.

Decades of innovation are to follow. Over the course of the 60s, Viessmann plays a pioneering role in the clean and efficient use of energy. The oil crisis of the 70s triggers the development of solar panels and heat pumps. The company continues to expand.

As early as the 1960s, Hans Viessmann had realized that a flourishing company needs more than just good products – success is also dependent on a clear and holistic brand identity. In 1965/66, he collaborated with Anton Stankowski, the pioneer of constructive graphic art, to develop a consistent corporate design for the company. This clear, crisp and unfussy design remains our calling card to this very day.

The 1980s are dominated by environmental issues, and Hans Viessmann is searching for solutions that will further reduce pollutant emissions. His efforts are successful, with Viessmann making history as the company that invented the biferral composite heating surface. This invention ushers in the era of low-temperature water heating in the early 1980s. From now on, heat generation is precisely adjusted to meet a building's current demands. Viessmann sells the one millionth boiler of this type in 1988. ➤

1917

HOW IT ALL BEGAN:
JOHANN VISSMANN OPENS
UP A LOCKSMITH BUSINESS

A man and his bright idea. This is how the Viessmann success story begins. The man is Johann Viessmann, and he sets up his own small locksmith business in 1917. A master locksmith by trade, he makes a living by building and repairing small machines. An idea of his is destined to revolutionize the heating industry.

In 1928, he builds a boiler, but one that isn't constructed out of the conventional cast iron. Deciding on a different approach, Johann Viessmann chooses steel instead. The advantages of such a boiler lie in faster heat delivery and lower fuel consumption. His idea remains the basis for state-of-the-art boiler construction for decades to come.

In order to expand production, Johann Viessmann relocates his company from Bavaria to the neighboring state of Hesse. He opts for the town of Allendorf as his new domicile, and the Viessmann company headquarters have remained there to this day.

1992

THE 3RD GENERATION:
PROF. DR. MARTIN VIESSMANN

1992 heralds in a new era for the company. At the beginning of the year, Hans Viessmann transfers sole managerial control of the company to his son Martin. Martin Viessmann correctly interprets the signs of the times, sets new trends and transforms challenges into opportunities.

The first of these trends is globalization. Martin Viessmann internationalizes his company, establishing subsidiaries in new countries. At the beginning of the new millennium, the company's first plant in Beijing opens. A new goods distribution center at company headquarters in Allendorf supplies all target markets worldwide. Within the space of just a decade, the foreign share of business rises to well over 50 percent. It was less than ten percent at the beginning of the 1990s. Winter sports sponsoring plays a notable role in strengthening brand awareness. The company assists competitive athletes, nurtures young talent, and supports sport associations. In doing so, it has become a role model for successful and sustainable brand development.

The second major topic is the environment, with the greenhouse effect becoming an area of concern for both industry and society as a whole. Politicians begin to set climate goals, and energy-efficient condensing boilers become increasingly popular. Martin Viessmann decides to focus on wall-mounted gas appliances. Despite higher costs, he is determined to set up the new production line at the main plant in Allendorf rather than at a factory abroad. Company management and employees forge an "Alliance for Work", and 800 new jobs are created. The two main objectives of the landmark project "Efficiency Plus" are to increase efficiency and to replace fossil fuels with renewable forms of energy. With this project, Viessmann is 38 years ahead of its time – achieving the German government's energy targets for 2050 as early as 2012.

A further trend is the merging together of the two areas of heating and cooling. In 2012, Viessmann K hlsysteme GmbH returns home to Hof in Bavaria. As well as being a strategic move, it's also a project close to Martin Viessmann's heart.

In 2016, after more than 37 years at the company, Martin Viessmann hands over operational management to Joachim Janssen and becomes Chairman of the Board of Directors. The next major challenge is already looming on the horizon – digitalization. Decision-makers across all sectors are struggling to find the best way of coping with this transition. Here too, Martin Viessmann focuses on the opportunities rather than the risks. What's more, he knows he already has the right man for the job: his son Maximilian Viessmann assumes the role of Chief Digital Officer.

Dr. Hans Viessmann transfers managerial control of the company to his son Martin



Maximilian and Prof. Dr. Martin Viessmann



2017

THE 4TH GENERATION:
MAX VIESSMANN

Born in 1989, Maximilian is the second child of Martin and Annette Viessmann. At the tender age of 18, his father asks him whether he could envisage playing a leading role in the family enterprise – Maximilian's answer is a definite "yes". After graduating from high school, however, he opts to study for a degree in industrial engineering, taking courses at the University of Applied Sciences in Darmstadt as well as the Karlsruhe Institute of Technology (KIT). On completing his studies, Maximilian works as a management consultant for the Boston Consulting Group, spending time both in Munich and Shanghai. Maximilian rapidly makes a name for himself as a business angel and start-up investor.

In 2015, while father and son are spending some time together in the mountains, they have a conversation that is to play a decisive role in shaping Maximilian's future career. Discussing the enormous opportunities presented by digital technologies, they both come to the conclusion that Viessmann is still not making the most of them. And they swiftly come up with a plan: Maximilian will assume the role of Chief Digital Officer and use his expertise to oversee the digital transformation at the company. Initially envisaged as an interim role for a six-month period only, it ushers in a further change of hands to the fourth generation. At the end of 2017, Maximilian Viessmann becomes Co-CEO of the company, and, in 2019, takes on the additional role of CEO of the Climate Solutions business area.

Enjoying the complete backing of his father, Maximilian is able to ring in the next major cultural change at Viessmann – the digital transformation. He does away with superfluous hierarchical levels, encourages the use of first names, and promotes a transparent, open organization in which mistakes are communicated honestly and frankly and lessons are passed on. It is important to him that all employees are involved in the transformation process and no-one is left behind. Maximilian adheres to the same motto as the three company leaders before him: "Challenges – no matter how large – keep us moving forward." ✕



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WHAT WE STAND FOR

Thinking in
bigger terms
than we had
ever dared
to imagine

At home throughout the world, but firmly rooted in our native soil. In our case, that's no contradiction!

We are a family enterprise and intend to remain so. Down-to-earth, close to our partners and committed to our products. At the same time, we are a global group of companies. Our goal is to bring these two worlds together and combine the best of both. Does this sound too ambitious? Maybe even risky? If so, that's good!

Thinking in larger dimensions and taking on responsibility. That's our byword, a motto that's written in stone in our company purpose:
"We create living spaces for generations to come".

We are aware that we are aiming extremely high, and that this goal can never be achieved in its entirety. But this is precisely the aspiration we want to be measured against.

If we can enjoy smaller successes along the way, all the better. But we will not be resting on our laurels. We will always be returning to our path of continuous

improvement. Simple things are no challenge to anyone. We have opted for the more difficult route because progress isn't possible without ongoing optimization. On the road to innovation you must expect to endure setbacks. But you must learn lessons from them, and then do better the next time around. Creating and maintaining the very highest quality of life – that is our objective. And each of the 12,700 members of the Viessmann family takes up the challenge on a daily basis.

Responsible. Team-oriented. Entrepreneurial.
These are the values that describe us.



Responsible



Team-oriented

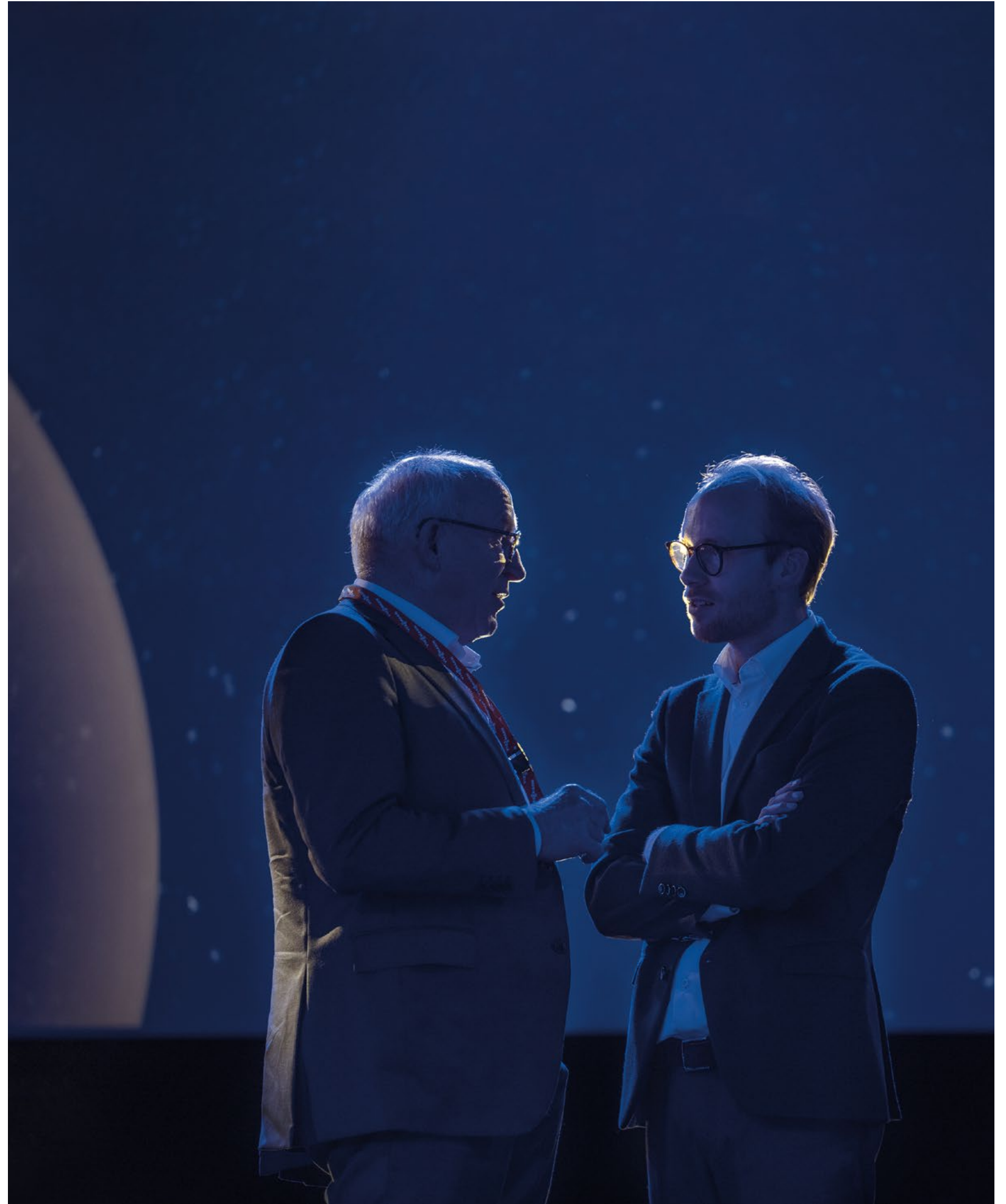


Entrepreneurial

The Viessmann brand has always been a haven of continuity, particularly in times of constant turmoil. It is our home, shapes our identity and provides stability and direction to our partners and customers. ✕

With Max Viessmann, who joined the company in 2015, the fourth generation has taken up the reins. In his role of Co-CEO, he guides the fortunes of the global Viessmann family in tandem with Joachim Janssen. Supporting him as Chairman of the Board of Directors is his father Martin, who boasts 40 years of operative experience. In this joint interview, father and son describe how they are harnessing the strength of two generations to shape the future of the Viessmann Group.

“We think
in longer terms,
spanning
generations.”



As the owners of a family enterprise with a 12,700-strong workforce, both of you have a tremendous responsibility resting on your shoulders. How are you able to cope with this pressure?

Martin Viessmann We clearly have the usual conventional responsibility toward our employees, partners and customers. But, for us, it doesn't end there. As a family enterprise, sustainability is something very close to our hearts. We want to help ensure our planet remains a safe and hospitable environment for future generations.

Max Viessmann That's why, two years ago, we redefined our purpose as a company: "We create living spaces for generations to come." We enter into this responsibility arm in arm with our trade partners.

A generational change is always accompanied by a change in culture. How has this change manifested itself?

Martin Viessmann The first major change for me was taking over the company reins from my father. It was an extremely demanding experience. He was a typical company founder – a brilliant entrepreneur who had molded the company to reflect his own precise philosophy. While reorganizing during the early 1990s, the primary aim was to make Viessmann more of an international company. A further objective was to spread the responsibilities across more shoulders. Nevertheless, I regard the current change as even more fundamental than it was then.

Max Viessmann We are right in the middle of a historic transformation. Together with the transition to alternative energy sources, digitalization is radically changing our company – and society as a whole. We need to generate excitement about these issues among our entire family of employees and actively involve them.

Martin Viessmann Seeing risks as opportunities and boldly facing an uncertain future is ingrained in our company DNA. This is an ongoing process where communication with our workforce is absolutely crucial. Here too, digitalization is coming to our aid by providing completely new opportunities for communication and training.



"We are right in the middle of a historic transformation. Together with the transition to alternative energy sources, digitalization is radically changing our company – and society as a whole."

MAXIMILIAN VIESSMANN

How are you communicating your messages within the company?

Max Viessmann It's all about breathing life into the three central attributes we aspire to – "responsible, team-oriented and entrepreneurial". We need to explain what we hold dear, describe what each employee can contribute, and stress how important it is to have a common set of values in order to successfully implement our strategy.

Martin Viessmann "We create living spaces for generations to come". The "we" in this sentence isn't just referring to Max and I – it encompasses every single employee in the entire Viessmann family. We want to encourage people to take on responsibility themselves. Each one of them can, and indeed must, help to breathe life into our company purpose.

How can you tell if your messages are having the desired motivating effect?

Max Viessmann Every month, we metaphorically "feel the company pulse". This involves carrying out an online employee survey and organizing our "State of the World Meetings", in which all 12,700 members of the Viessmann family can remotely participate. We discuss all open issues and help practice the values we preach. After all, you can only make the right decisions when you have the right context.

Don't you sometimes think it would be much easier to sell the company than enter into an experiment where the outcome is unclear?

Max Viessmann Our generational change is not an experiment, it's a decision guided by our intellect as well as our emotions. We believe this strong generational combination puts us in a great position to meet the challenges of an uncertain future and to exploit opportunities that benefit our company.

Martin Viessmann On the emotional side, my grandfather founded the company, my father oversaw its expansion and I have continued their work. The driving force has always been a profound sense of responsibility for our family heritage.



"Seeing risks as opportunities and boldly facing an uncertain future is ingrained in our company DNA."

MARTIN VIESSMANN

In addition to developing climate and energy solutions, you are also making large-scale investments in other companies, predominantly start-ups. Are you still a medium-sized family enterprise or have you already become a kind of family investor? Or put another way: How much of its core business does Viessmann need?

Martin Viessmann We believe there is still enormous potential in our core business, and it remains indispensable for putting our company purpose into practice.

Max Viessmann On top of this, we think it's advantageous to tap into further business segments and broaden our horizons. That's why we invest in start-ups that share our interests and values, and also set up start-ups of our own. Satisfying the basic human craving for warmth will always remain an important cornerstone of our strategy. ✕

12,700
VIESSMANN
FAMILY MEMBERS



Sustainability – maintaining a harmonious balance between economy, ecology and social responsibility – has always been a topic of great significance to us.

Commitment to environment and society

As a family-operated enterprise, we intend to exercise our social responsibility to a greater extent than ever before as we move forward. "During the Corona pandemic, we donated 100,000 euros to schools in the district in the form of laptops and tablets. In this way, Viessmann is helping to improve school equipment for the time after the Corona crisis and is creating virtual learning spaces for current and future generations of students," says Katharina Viessmann.

Commitment to environment and society

Fostering a harmonious balance between economy, ecology and social responsibility – sustainability has always been an issue close to our hearts. Thanks to our "Efficiency Plus" landmark project at our headquarters in Allendorf, we have been able to reduce CO² emissions by 70 percent. The implementation of lean production techniques has made our site more productive and more competitive. Our holistic energy concept enabled us to protect jobs and reach the German government's 2050 energy policy goals as early as 2012 – a massive 38 years ahead of schedule.

But we're still not satisfied. We are broadening our company's horizons and fulfilling our social responsibilities to a greater extent than ever before, with activities in the fields of science, art, culture and social welfare. Every year, we donate six-figure sums for the funding of projects at home and abroad. We have set up three foundations to safeguard this commitment in the years to come. ✕

We assume responsibility – all over the world

#ViMove for Climate

The ViMove for Climate initiative organizes running and cycling events to raise money for trees planted as part of international reforestation projects – enhancing climate conservation and working together for future generations.

€100,000 for schools in our headquarters district

True to the declared company purpose – "We create living spaces for future generations" – Viessmann has donated €100,000 to schools in the Waldeck-Frankenberg district during the COVID-19 pandemic.

Giving something back in Great Britain

With our employees, customers, installation partners and suppliers, Viessmann boasts a network of people throughout Great Britain who want to employ their skills to give something back to the society in which they live. That's why "Giving something back" is the motto we chose for our charitable initiatives and local community projects in Great Britain. Forming further part of this are charitable and non-profit initiatives at company level, supported both by our British team in Telford and by our company headquarters in Allendorf (Eder).

ADDITIONAL INFORMATION
about this topic is available at



2

WHAT WE DO

Ready to
face new
challenges

Viessmann Family Holding — Safeguarding the company's future

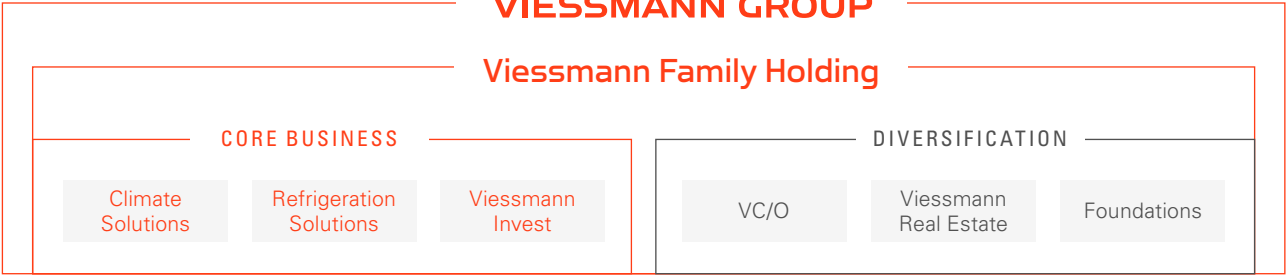
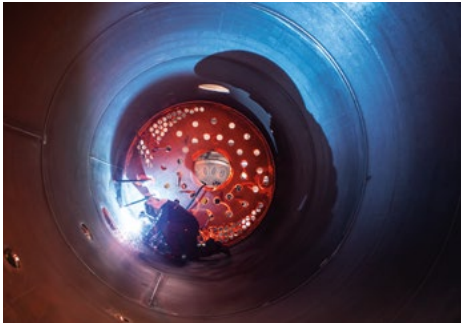


We think in terms of generations, not quarters.
To ensure Viessmann can remain operative
for many years to come, in the 104th year of our
existence we have set a new course for the
future and optimized our corporate structure.

In the 104th year of this family-owned company, we have laid the structural foundation for generations to come by means of the new Viessmann Family Holding – augmenting our Integrated Solutions Offering as a second pillar of future success.

The Viessmann Family Holding’s Executive Council is headed by its president, Prof. Dr. Martin Viessmann. Katharina Viessmann in her role as Executive Council as well as Prof. Dr. Thomas Rödder (Flick Gocke Schaumburg) and Dr. Albert Christmann (Dr. Oetker) are also part of the body as “non-executive” members. Operationally, the Family Holding will continue to be managed by Co-CEO Maximilian Viessmann, Co-CEO Joachim Janssen and CFO Dr. Ulrich Hüllmann.

This is how we are forging a seamless link between our heritage and our future. Prof. Dr. Martin Viessmann: “As a family business, we stand for trust and reliability. For us, the focus is not on the next quarterly report, but on ensuring the continuation of the business into the generation to come. This is only possible through profitability, further growth and financial independence. Through the Family Holding, we have created the ideal foundations for attaining these objectives.” ❌



Viessmann provides solutions for entire living spaces

Viessmann is evolving from a heating manufacturer to a solutions provider for entire living spaces – both inside and outside of buildings.

Playing a central role in this process is the new “Integrated Viessmann Solution Offering” that uses connectivity and platforms to seamlessly combine products and systems with digital services and value-added services. It unites our origins and our future within a clear structure.

Expansion of the solutions portfolio

Numerous smart people will be helping us to add new solutions to our portfolio. This includes our users of course. After all, there are few better qualified co-developers than those who will be using the solution themselves later on. Our installer partners, who are becoming more and more involved in the development of new products, will also be giving us valuable assistance. **✕**

VALUE ADDED SERVICES

Services

The fourth level comprises a steadily increasing number of additional services. Viessmann Wärme, for example, is the solution for anyone who wants to benefit from a comfortable heating system without actually buying one. The digital assistant FörderProfi helps users find and apply for government subsidy programs. Get together with others to reduce energy costs to zero? Through the ViShare Energy Community, Viessmann helps private electricity producers and brings together like-minded people.



THE THIRD LEVEL

Digital Services

Creating an ideal indoor climate in all rooms at the touch of a button? The ViCare app already allows its users to do this. Our digital services complement the range of products and our platforms assist users in controlling them. Installers are catered for too, with Vitoguide for online support and the ViStart app for simple, fast and safe start-up-procedures.



THE SECOND LEVEL

Connectivity and Platforms

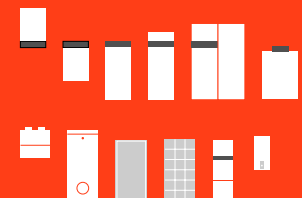
The Internet has changed everything, including the ways our products and systems are used and refined. We are moving with the times and ensuring that every Viessmann system is upgradeable. Over the course of its lifetime, a system of ours will continuously improve the way it addresses the needs of its users and set new standards in terms of comfort and climate protection. This is why connectivity is a key element of the Integrated Solution Offering.



THE BASE

Products and Systems

Our end-to-end program for heating, cooling, energy and ventilation – the broadest base of products and systems on the market. We offer all energy sources and technologies for a comfortable and energy-efficient home. From classic combustion technology and combined heat and power generation to the use of solar energy. We also offer products and systems for industrial, commercial and municipal use.



As a company, we are always close to our partners, no matter where they're located. Our innovative climate-friendly products can be found throughout the world as well.

Germany



ADMINISTRATIVE BUILDING, LEICA CAMERA AG, WETZLAR

- Large ground source heat pump Vitobloc 200 CHP unit
- Vitocrossal 200 gas condensing boiler



LEISURE PARK "BADEPARADIES SCHWARZWALD", TITISEE- NEUSTADT

- Vitobloc 200 CHP unit
- Vitoflex 300-SRT biomass boiler
- Vitoplex 300 low temperature boiler



MAMMUT LOGISTICS CENTER, MEMMINGEN

- Vitocal 300-G ground source heat pump
- Vitocal 300-G/W Pro ground source heat pump



GERMAN FEDERAL ENVIRONMENT AGENCY (UBA), DESSAU

- Vitosol 200-T tube collectors



SOLARLUX CAMPUS, MELLE

- Two Vitocal large heat pumps
- Vitobloc 200 CHP unit



CRAFT BEER BAR "ALTES MÄDCHEN", HAMBURG

- Tecto Spezial cool room

South Korea



LOTTE WORLD TOWER, SEOUL

- Large heat pump

China



SKY SOHO, SHANGHAI

- Vitomax 200-HW hot water boiler

Canada



LA CITÉ VERTE, QUEBEC CITY

- Vitoflex 300-UF wood boiler



KEMPINSKI HOTEL, YINCHUAN

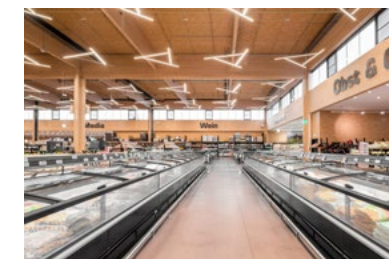
- Vitomax 200-HS high pressure steam boiler
- Vitomax 200-LW hot water boiler

Austria



RED CROSS BLOOD DONATION CENTER, LINZ

- Viessmann cool rooms



METRO, ZERO 1, ST. PÖLTEN

- TectoDeck refrigerated cabinets
- TectoFreeze freezer cabinets

Romania



DACIA PLANT, PITESTI

- Vitomax 200-HS high pressure steam boiler
- Vitomax 200-HW hot water boiler

ADDITIONAL INFORMATION
about our products is available
here:



3

WHERE AND HOW WE OPERATE

This is where
we create
living spaces
for future
generations



The Technikum in Allendorf (Eder): a breeding ground for innovation

Our Viessmann family has 12,700 members spread across the globe. Working together, we recently generated a turnover of €2.65 billion, half of which was achieved abroad.

W

e are at home practically anywhere in the world, with 22 Viessmann production companies in twelve countries, 68 distribution companies in 31 countries, and a total of 120 sales branches.

Ideally equipped: sales branches around the world

Every sales branch has its own showroom. These can also be used by our installation partners and their customers. In our modern training rooms, we organize regular training sessions on working appliances from our entire portfolio – for all energy sources and performance ranges.

Every day, our aim is to improve on yesterday: the Viessmann Academy

Coordinating all this, the Viessmann Academy moved into its own purpose-built building at our Group headquarters in Allendorf in 2007. The ultra-modern building complex, in the double-digit million range, opened after just a one-year construction phase and provides the ideal environment for training courses and events of all kinds. The connected energy center is paving the way for full CO₂ neutrality..

Our innovation center: the Viessmann Technikum

German Chancellor Dr. Angela Merkel opened Viessmann's new technological research and development center in Allendorf in 2017. It is known as the "Technikum". A breeding ground for new ideas, the Technikum cost €50 million and is the largest single investment in the company's history. Here, our engineers enrich tried and tested technologies with innovative functions to create entirely new climate and energy solutions. Connectivity is key. With the construction of the Technikum in Allendorf, we have erected a beacon of the future right in the middle of our historical headquarters site. ✕

ADDITIONAL INFORMATION
about this topic is available at



The Academy in Allendorf and all our German training locations were certified in 2013.

At home across the globe



Opening of the new Technikum by German Chancellor Dr. Angela Merkel

We practice self- responsibility

Although the members of the Viessmann family are all different from one another, all of them have a part to play in creating living spaces for future generations. Four employees tell us about their jobs at Viessmann.



ADDITIONAL INFORMATION
about this topic is available at

Working as an employee in final assembly, Olga Bossauer-Kalteis assembles heat pumps and control systems. She likes her job, her colleagues, and the appreciation she is shown. In product assembly, precision and teamwork count.

Every 13 minutes, a finished appliance leaves the production line. This is the tact to which she works. Olga Bossauer-Kalteis works quickly and precisely. She connects the sensors and assembles the control systems. All her actions are perfectly coordinated. Together with seven colleagues, she assembles internal units for heat pumps on production line 6. After 13 minutes, the next appliance moves up to her position on the assembly line.

The 49-year-old has been working as an assembly worker at Viessmann since 2017. Employed initially through a temporary employment agency, she was soon hired as a permanent member of staff. She works eight-hour rotating shifts. She appreciates the workplace and the working atmosphere. “You feel respected here,” she says. In her experience, Viessmann treats temporary and permanent employees in precisely the same way. “Everybody pulls together. There is great feeling of solidarity among colleagues. We support each other and have fun together.”

Keen to work at Viessmann

Olga knows that things like this cannot be taken for granted. She is familiar with jobs in other companies where there is not such a positive atmosphere. She was born in Kazakhstan in central Asia. After leaving school, she studied German literature in Russia. “I just wanted to learn German and live in Germany,” she says.

At the beginning of the 1990s, she took the plunge and started a family in Germany. Her daughters are now 21 and 27 years old. For 17 years, Olga worked in a dry-cleaning business in Frankenberg in northern Hesse. She then moved to Viessmann in the neighboring town of Allendorf (Eder). “I was really keen to work here. The company has a good reputation in the region. And my husband works for Viessmann as well. Now we come to work together in the morning and go home together in the evening.”

The CEO casually strolls by

She quickly realized that the company’s good reputation was justified. “Being able to help shape your own workplace is not the norm elsewhere,” says Olga. “The employees here are considered to be the front-line experts.” That’s why good ideas are rewarded. Anyone who makes suggestions via the company’s internal Vi2Go app is credited with points when the ideas are put into practice. “With the work we do, good ideas might involve the ambient lighting or the tools we use.”

That’s why she likes her job. “I have fun, I’m surrounded by nice people, I earn my money – and I can travel.” Olga loves exploring the world. She has been to Mexico, Thailand, and Dubai. Her curiosity knows no bounds. And she appreciates the fact that the CEO can occasionally be seen on the factory floor. When Max Viessmann comes by, nobody feels nervous. He talks to us in a completely normal way, and wants to know how things are going. It’s a really relaxed atmosphere.” ❌



“The employees here are seen as the front-line experts.”

OLGA BOSSAUER-KALTEIS
Production employee

Matthias Hoppe, manager of the Viessmann Berlin branch, is convinced that digitalization can make products and distribution channels more customer-friendly.

Conducting meetings with customers is an art in itself. “You have to act really intuitively,” Matthias Hoppe explains. “Every customer is different. You require empathy for the situation at hand and a good knowledge of human nature to be able to assess the precise set of circumstances, the mood the customers are in, and their needs.” Rather than putting pressure on customers with crude sales offers, you need to create customer desire by giving them good advice – then they will buy of their own accord. “The feeling of success after a successful meeting,” says Hoppe, “is as fresh as it was on my very first day.”

The 49-year-old has been manager of the sales branch in Berlin since 2014. He has 19 people working for him. He can identify strongly with the company: “In the capital, I’m Viessmann!” He was born in Halberstadt and graduated from high school the year the Berlin Wall fell, in 1989, gaining his certificate of apprenticeship as a plumber at the same time. Linking the school leaving certificate with vocational training was a distinguishing feature of the East German school system. He worked as a customer service assistant in the building materials trade and passed a state examination as a technician while working. He then managed the Dresden branch of a heating wholesaler for 17 years.

Like a family

There, a headhunter tracked him down and offered him a position with Viessmann. “Of course, I accepted right away. I was attracted to Viessmann because of its reputation, size, and the new challenge in general.” Hoppe regards the move as a real stroke of luck. “I felt at home here from day one. The work is extremely varied, and I was given all the help I needed. It’s like a family.” In point of fact, his wife also works for a subsidiary of the Group.

The digital change at Viessmann is inspiring Hoppe. “No stone is left unturned, everything is currently under review,” he explains. There is an optimistic mood in the air. “In the past,



“I felt at home here from day one.”

MATTHIAS HOPPE
Branch manager

critically examining our product range was not something done as a matter of course. Now, however, nothing is taken for granted.” End customers are now the yardstick. “Every product means customer contact. Our products and services must therefore inspire confidence for the long term, so that the customer will still buy from us in 20 years’ time.”

Heat as a service

Part of the new strategy of thinking more from the customer’s perspective is that Viessmann is now selling heat as a service. “Up to now, our systems have counted as added value,” explains Hoppe. In the future, instead of an appliance, customers will buy a certain amount of heat output supplied by Viessmann by means of a heating system. The hardware remains in Viessmann’s possession, the customer only pays for the output used. In this way, Viessmann remains in constant contact with its customers.

“We are currently experiencing quality offensives in all areas of the company,” says Hoppe. “The important thing is that we get the employees on board and allay their fears of being made redundant.” The quality offensive also includes a motivation offensive – for example, ensuring that employees participate in the change process by means of the ideas app Vi2Go. “They can use this app to submit innovative proposals online, and these will be appraised independently of their supervisors. The app has really taken off.” Viessmann even gives out bonuses for particularly good ideas from its employees. ❌

Sinem Aydın Şener makes sure that the climate-friendly products from Viessmann are increasingly well known in Turkey as well.



“I am proud that we have anchored the topic of sustainability so firmly within our company.”

SINEM AYDIN ŞENER
Marketing Manager

After studying Marketing, Sinem Aydın Şener actually planned to start her professional career with a creative agency in Istanbul. But, in the interview, the agency head had a better idea: he arranged another interview for the then 24-year-old with one of his customers. “You should apply to Viessmann, it would be a good match for you,” he said. In October 2004, Sinem joined Viessmann in Turkey in the role of Marketing Communications Executive. “This was an amazing opportunity for me because the department was being reorganized,” says Sinem. “There was lots to do and I was able to contribute.”

The biggest challenge for her was that the Viessmann brand was still not very well known in Turkey at the time. To change this, Sinem wanted to employ the entire marketing repertoire of TV ads, billboard advertising and newspaper ads. However, the company’s marketing activities at that time were largely focused on B2B, in other words business partners. What’s more, Sinem did not have any templates available for consumer advertising. Although there were lots of glossy photos of Viessmann products, they did not show people using them. “The level of awareness for the Viessmann brand among consumers was limited,” says Sinem. “In consumer marketing, you need to build up emotion.” This is difficult purely using product photos.

Viessmann is changing fast

All this changed when, a few years ago, Viessmann began to rediscover the challenges of climate change and the energy revolution as an opportunity not only to work on developing particularly climate-friendly solutions, but also to transform the entire company. “The change is happening very quickly,” Sinem notes. “We focus much more on the customer.” The now 39-year-old, who was promoted to Marketing Manager for Turkey four years ago, calls it a new era. Now she has the chance to address consumers directly with her marketing campaigns, and to see Viessmann’s products through their

eyes. “There’s a great deal to say about our products.” And this is what Sinem now does.

Inspiring people

“We’ve always had innovative products,” she explains. “Now we also have more and more innovative and inspiring people in our family-owned company.” Sinem also feels inspired by the company’s new direction. “The future is in our hands, and I am ready to help shape it.” It is particularly important to her that Viessmann offers sustainable products. “I am proud that we have anchored the topic of sustainability so firmly within our company,” says Sinem, who has a daughter herself. “We take responsibility for the generations to come.” This is important to her. She too thinks about what she can do to make her own actions more sustainable. “My daughter serves to remind me of this every single day,” she says.

Viessmann is suddenly everywhere

The biggest challenge for her today is to reach as many people as possible. Sinem is therefore planning to focus more on digital marketing and to address more and more people with digital campaigns and offers. “The feedback has been fantastic,” she says, delighted. “Viessmann is suddenly everywhere.” Even better: “Viessmann is now known for being a green company.” Sinem’s next goal: she would also like to bring Viessmann’s partners in Turkey on board for the transformation process. ✕

André Otto has been working for Viessmann for almost 30 years and has traversed the company’s material warehouses from east to west, from Dresden to Allendorf (Eder). This means frequent traveling for the man firmly rooted in his home region of Saxony, but he thinks it’s well worth it.

André Otto used to work in Nuremberg, now his workplace is in Allendorf (Eder) in northern Hesse. But he is always drawn back to his original home. To the gentle landscape of Saxon Switzerland in the Eastern Ore Mountains. More precisely, to the sleepy little settlement of Obercarsdorf, numbering only 850 inhabitants and a district of the town of Dippoldiswalde, situated halfway between Dresden and the Czech border on



“I’m proud to work for this company.”

ANDRÉ OTTO
Logistics Driver

highway 170. This is where his two grandchildren live. Reason enough to travel there and back at least twice a month. It takes the 59-year-old André Otto five hours to complete the 460-kilometer journey. But to him it’s well worth it. “I’m Saxon. And I want to be buried in Saxony someday.” Because of this great love for his homeland, everyone refers to him as “Otto the Saxon”.

During the week, he has a room in Röddenau, a district of the town of Frankenberg, and works in plant I, where all the boilers are manufactured. Otto makes sure that production line keep running. As a Logistics Driver, he is responsible for material replenishment, the indispensable link in the supply of materials for final assembly. Otto is the interface. Without him, nothing works. And his colleagues know: you can rely on the Saxon.

Workhorse in the regional warehouse

Shortly after the fall of the Berlin Wall, Otto started working in the Viessmann warehouse in Dresden. When this closed in 2004, he moved to the regional warehouse at the Nuremberg branch in Lauf an der Pegnitz. “I was order picking around the clock,” he says, “working in shifts.” Otto is a workhorse. A real powerhouse. He says: “Viessmann is the best company there is.” He has never been let down. He always feels appreciated. And he knows this is not a given these days. “I’m proud to work for this company.”

Employees should help shape the future

But Otto has no existential worries. He’s experienced too much for that. Hard knocks, but also highpoints. For example, when he was elected to the works council two years ago. It felt great to enjoy the confidence of the workforce. “Being voted for by 1,500 people makes you proud.” As part of the works council, he has his finger on the pulse of the company. So, he can tell his colleagues how everyday life at the company is changing. “Lots of things are now organized via our Vi2Go app – our time sheet, for example. But also the menu for the cafeteria.”

Otto trusts the junior boss to lead the company into the future and continue paying his salary on time. His brother Tilo Otto also works for Viessmann and has been there for 30 years – initially in Technical Services – and in 2014 was elected to the works council. Trade union involvement has a long tradition in the family. But Otto is not a fan of confrontation. “I just think Max is the best,” he says about the Co-CEO. “He really listens. He honestly wants to know what the problems are. But he also demands solutions.” It’s no use just complaining. Employees should help shape the future. When Otto meets the junior boss, “it gives me a boost every time. Max really inspires me.” ✕

How much do we want to do today for the generations of tomorrow? How can we maintain and create living spaces for our children and grandchildren? For us, reaching the climate targets is a question of responsibility.

The right balance between renewable energies and maximum efficiency

But more needs to follow. With the right combination and balance between renewable energies and maximum efficiency in fossil fuels. That's why we believe the categorical rejection of individual energy sources is the wrong approach. Fuel cells, heat pumps, and efficient heating systems with modern condensing technology and maximum efficiency levels – all this is already available when refurbishing buildings. This is what differentiates us from other sectors.

Climate protection is a matter of will

Climate protection is therefore not a question of technological possibilities, it's a matter of will. And we have this will. It's deeply ingrained in our DNA. Let's tackle the tasks ahead – together! Let's take responsibility for the generations of tomorrow – together! There's lots to do. Let's get on with it! ✕

How much do we
want to do today
for the generations
of tomorrow?



An aerial photograph of a paved plaza with a grid pattern. Several people are walking across the plaza. In the top left, a person in a red shirt and black pants walks with a yellow bag. In the top center, a group of three people walks. In the top right, a person in a white shirt and blue jeans walks. In the middle left, a person in a white shirt and blue pants walks. In the middle right, a person in a white shirt and blue jeans walks. In the bottom left, a person in a black shirt and blue pants walks. In the bottom center, a person in a white shirt and blue pants walks. In the bottom right, a person in a black shirt and blue pants walks.

VIESSMANN

Viessmann Group
Viessmann Deutschland GmbH
35107 Allendorf (Eder)
Telephone +49 (0)6452 70-0
www.viessmann.de

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