

B/S/H/

BSH at a Glance



BSH and its Strong Brands

2021

We improve quality of life at home.

WE'RE HERE TO MAKE OUR CONSUMERS SMILE

BSH Hausgeräte GmbH is one of the world's leading companies in its industry and the largest home appliance manufacturer in Europe. Globally driven by individual consumer needs, BSH aspires to continuously improve quality of life at home with its outstanding brands, innovative, sustainable products and top-class digital solutions.

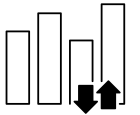
No. 1

BSH IN EUROPE



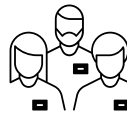
15.6

BILLION EUROS TURNOVER



~ 62,000

EMPLOYEES



40

FACTORIES WORLDWIDE



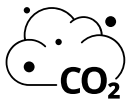
197

GWH OF TARGETED ENERGY SAVINGS BY 2030



0

CO₂ EMISSIONS—BSH MANAGES ITS BUSINESS OPERATIONS WITHOUT LEAVING A CARBON FOOTPRINT BEHIND.



4.9 %

INVESTMENT OF TURNOVER IN RESEARCH & DEVELOPMENT



BRAND AND PRODUCT PORTFOLIO

BSH's product portfolio includes the entire spectrum of modern home appliances. Eleven different appliance brands offer everything from cooktops, ovens, extractors, dishwashers, washing machines, dryers, refrigerators and freezers to small appliances such as vacuum cleaners and coffee machines. It is our vision to combine these products with valuable digital services from our ecosystem brand Home Connect and our service brands to make our consumers smile.

For more information about BSH, visit www.bsh-group.com

APPLIANCE BRANDS



SIEMENS

GAGGENAU



Thermador 



Coldex

Constructa

PITSOS

PROFILO

JUNKER

ECOSYSTEM BRAND



SERVICE BRANDS

kitchen stories



Successful Worldwide

OUR GLOBAL NETWORK IS GROWING

Founded in 1967 as a joint venture of Robert Bosch GmbH (Stuttgart) and Siemens AG (Munich), BSH has been 100 per cent owned by Bosch Group since January 2015. Over its 55-year history, BSH has grown from a German exporter into one of the world's largest home appliance manufacturers. With more than 62,000 employees worldwide, BSH achieved a total turnover of EUR 15.6 billion in 2021. BSH produces its entire range of modern home appliances at 40 factories worldwide*.



- ★ HQ Munich
- HQ Subsidiary
- Factory Cooling
- Factory Cooking
- Factory Laundry Care
- Factory Dish Care
- Factory Consumer Products
- Factory Electronic and Drive Systems

*As of February 2022



Exciting Our Consumers

INNOVATIVE PRODUCTS AND INSPIRING EXPERIENCES

BSH serves consumers all over the world, offering state-of-the-art home appliances and digital services. Because our purpose is to improve quality of life at home. No matter where or how our consumers live, whether they are a family living in Sub-Saharan Africa or a single person in a studio apartment in Manhattan—we want to excite them all

with innovative products and inspiring experiences along each individual consumer journey.

Meeting individual needs

Hence, we provide the right product portfolio and information to meet individual needs. Ranging from product finders on our websites and different purchasing options to value adding services from

our Home Connect ecosystem or customer service.

Learning about consumers

We work continuously to learn about our consumers' preferences, because they are essential elements of our innovation process. This includes conducting quantitative and qualitative consumer research, and evaluating personal feedback

from prototype testing in our user experience laboratories, for instance. We also analyze the usage data of connected appliances to incorporate the results into the enhancement of our solutions. In collaboration with designers, engineers and sales experts, this leads to innovations that ensure better quality of life in harmony with the environment.

INNOVATION MILESTONES

1985

AquaStop technology* for dishwashers

1987

45 cm-wide* dishwasher

1997

New freshness system VitaFresh*

2002

SLIDE & HIDE®* the fully retractable oven door

2006

VarioSpeed*dishwasher technology

2008

World's most energy-saving dryer with heat pump

2008

SensoFlow System* intelligent heater for an ideal coffee-brewing temperature

2008

Zeolite® drying system*

2010

i-DOS* automatic detergent dosing

2011

Full-surface induction* with TFT touch display

2014

First BSH ovens and dishwashers with Home Connect*

2015

Active oxygen* removes odors from textiles without washing

2016

ActiveFog* in-storage humidification keeps vegetables fresh

2017

First cordless vacuum cleaners with exchangeable battery pack*

2018

First fridge with RFID smart food management solution*

2019

Multifunctional kitchen machine Cookit with SystemMaster that supports temperatures up to 200 degrees

2020

Completely connectable dishwasher generation with SystemMaster

2021

First portable fabric refresher FreshUp* removes odors with plasma technology



1987



2010



1997



2014



2002



2019



2008



2020



2021

*Innovations first introduced by BSH



COMPANY MILESTONES

1967

Founding of Bosch-Siemens Hausgeräte GmbH (BSHG) as a joint venture between Robert Bosch GmbH and Siemens AG

1976

Greek brand Pitsos becomes part of BSH

1982

Neff becomes part of BSH

1988

Spanish brand Balay becomes part of BSH

1993

Use of CFCs/HFCs discontinued in Europe

1994

BSH manufactures and sells products in China

1994

Establishment of environmental management system and approval of a binding group-wide environmental policy

1995

Gaggenau becomes part of BSH

1995

Turkish brand Profilo becomes part of BSH

1996

Peruvian brand Coldex becomes part of BSH

1996

Withdrawal from consumer electronics business

1998

Company name changed to BSH Bosch and Siemens Hausgeräte GmbH

1998

U.S. brand Thermador becomes part of BSH

2015

After Siemens AG sold its shares in the joint venture to Robert Bosch GmbH, the company name changed to BSH Hausgeräte GmbH

2017

BSH takes over 65 percent of Kitchen Stories

2018

BSH Startup Kitchen becomes part of the open innovation program

2020

BSH achieves a net zero carbon footprint at all locations worldwide

2021

BSH decides to invest in its first cooking factory on the African continent to expand its business in Africa and the Middle East



Home Connect

WE CONNECT YOUR HOUSEHOLD

Our Home Connect ecosystem allows easy access to home appliances from different BSH brands with just one app.

Makes your home smarter

Using different touchpoints such as smartphones, voice assistants, and a variety of smart watches, the app improves overall ease of use across all appliance categories—including washing machines, dryers, dishwashers, ovens, refrigerators, coffee machines, food processors,

» The Home Connect app offers an ever-growing choice of features and services to personalize consumer experience.

«

and vacuum cleaners. The comfort and convenience that Home Connect offers goes beyond appliance control and monitoring: Home Connect helps our consumers to exploit their appliances more comprehensively and supports them through smart assistants. Customizable settings and services turn connected appliances into personalized products.

Additional services

Users can download recipes from the app to the Bosch

Cookit kitchen machine, for example, or use app features like »favorites« to save selection settings. Finally yet importantly, the app provides users with general information as well as tips and tricks for household routines.

For more information about Home Connect visit www.home-connect.com

EXPANDING PARTNER NETWORK

Home Connect's ever-expanding partner network guarantees a wide range of additional uses.



SystemMaster

MICROPROCESSOR TECHNOLOGY MAKES APPLIANCES SMART

Since 2019, BSH has equipped its hardware products with the SystemMaster, a microprocessor platform that allows consumers to use digital services, download apps and programs, and update software on all their connected home appliances.

speed or silence settings for our new dishwasher generation. In addition, users can download programs onto their home appliances, including security updates and individually selectable software applications similar to smartphone apps.

Customized modifications

In the past, the software was distributed among several electronic components within our appliances. Whenever we developed a new software version, this frequently meant having to rework a lot of the electronics.

The SystemMaster has changed that: Because the mini-computer provides a central storage unit within the appliance, we can update its software in a more targeted manner. The SystemMaster also opens the door to custom appliance modification and new product features—like additional

» SystemMaster works like a digital brain inside the appliances, transforming them into smart platforms.

«

SYSTEMMASTER

Working like a mini-computer, the SystemMaster allows consumers to run apps and services.



Bringing Sustainability to Life

SUSTAINABILITY AT BSH HAS THREE DIMENSIONS

At BSH, we believe that the three dimensions of sustainability are not mutually exclusive but build upon each other. We want to prove that environmental protection, social responsibility and long-term economic sustainability are the foundations of a successful business.

As a privately owned company, BSH acts independently of the stock markets. Through the Robert Bosch Stiftung, a charitable foundation, our profits are used to benefit society, the environment, and future generations—sustainably.

Collaborations

Our ambition is to improve

the well-being of people. We therefore support and collaborate with social organizations by contributing our expertise. In 2021, we supported the German initiative Joblinge to get young people with initial career difficulties in apprenticeships or jobs, for example.

Environmental footprint

From an environmental perspective, BSH is resolutely pursuing the reduction of its carbon footprint. Since the end of 2020, operations at all BSH locations worldwide have been carbon neutral. That means the development and manufacturing of our products leaves no carbon

footprint. We aim to achieve 100 percent green energy at all our sites by 2030.

Moreover, we will further reduce our products' energy consumption, hence contributing to lower energy bills and less CO₂ emissions at home as a result.

»

Operations at all BSH locations worldwide are carbon neutral.

«

A key element to achieve true sustainability is adapting our business model

to a circular economy. By implementing new circular business models like leasing and sharing, we can maintain gradual revenue growth while steadily decreasing our environmental footprint. Our aim is to minimize the use of resources, emissions and energy consumption along the entire value chain: from sourcing and manufacturing to the usage and return, refurbishment, recycling as well as reuse of appliances.

CIRCULAR ECONOMY

A key element to achieving true sustainability is adapting our business model to a circular economy.



Sustainable Business Models

WE COMBINE SUSTAINABLE BUSINESS MODELS WITH DIGITAL KNOW-HOW

One way to bring our circular economy approach to life is with new business models, such as leasing or sharing. We thus solve one of the biggest challenges: Taking back products in order to refurbish or recycle them. However, there is much more to it. These circular business models help consumers make their homes more sustainable while also providing carefree and affordable solutions.

BlueMovement: Greater convenience with pre-loved appliances

Since 2017, BlueMovement has been offering a carefree subscription model for home appliances in the Netherlands. In May 2021, Blue-

Movement has successfully launched its leasing model in Germany. Good service is first and foremost at BlueMovement. Consumers experience all the advantages of the appliances and can use all the services available; installation, repairs and replacement.

»
BSH will continue to boost its investments in sustainable business models in the future.

«

They can choose the Bosch appliance's condition—new

or pre-loved—as well as the appliance class—comfort or premium. After a subscription has expired and the appliance returned, it will be cleaned and serviced to be rented out as a pre-loved appliance. At the end of its life, every product is recycled.

WeWash: Towards a smarter and cleaner future

WeWash is a service brand that makes the shared use of Bosch washing machines and dryers attractive. It can be used via phone, website or app. Since April 2017, consumers can easily, securely and conveniently book the next free washing machine or dryer—for example in the laundry room of apartment

buildings or hotels. Thanks to WeWash, waiting times or unnecessary trips to the laundry room are a thing of the past, as is collecting small change or washing tokens—billing is cashless.

In addition, the concept has a positive ecological effect. The efficient use of shared washing machines and dryers ultimately saves energy and helps thereby reducing carbon emissions. After their usage, the Bosch appliances return to BSH and assure proper recycling.

LEASING & SHARING

Keeping materials and appliances in our possession through leasing and sharing is the basis for reuse, repair, refurbishment and recycling.

Board of Management

»
We improve quality of life at home
for our consumers with our innovative,
sustainable products and solutions.
«



GERHARD DAMBACH
Chief Executive Officer
Chief Financial Officer
Chairman of the Board of Management



MATTHIAS GINTHUM
Chief Markets Officer
Member of the Board of Management



LARS SCHUBERT
Chief Operating Officer
Member of the Board of Management



Tomorrow Is Our Home.

BSH AS EMPLOYER OF CHOICE

We are driven by the purpose to improve quality of life at home with our innovative, sustainable products and solutions. To make this purpose clear we live by our values, and collaborate across all functions and units.

Our corporate culture
We put people at the center of everything we do. That is why we seek to foster a corporate culture in which all employees feel valued, and which creates innovativeness based on both similarities and differences. We foster global perspectives, networking, and sharing experiences. At BSH, we promote talent and support continuous learning. Our employees take ownership of their career according to their abilities and interests.

BSH has already received several awards for being a

great employer worldwide. We create conditions for all employees to enjoy, grow and perform at their best, both today and tomorrow.

» We are always looking for the best-fit talent who want to give their passion a purpose.

«

HOW WE WORK

We live by our values, and collaborate across all functions and units.

Innovative Working

A GLOBAL MOBILE WORKING FRAMEWORK

To account for the increasing percentage of remote work, we introduced a global mobile working framework that allows BSH employees to spend up to 50 percent of their working time at a place of their choice.

»
We are committed to a cross-functional approach in international teams that use state-of-the-art working methods.

«

We are creating an efficient environment for these international, cross-functional and partly remote teams.

Agile working methods

A faster-paced working environment and more distributed workforce require adequate methods to coordinate teamwork. We are therefore in the process of rolling out agile working concepts across the entire organization. For example, the core teams of our new organizational structure, the product families, are already operating in an agile setting and have been staffed with dedicated agile coaches.

WHAT WE BELIEVE IN

We believe that creating an inspiring and trusting environment where people can grow and ideas can thrive is key to our business success.



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Germany
A company of the Bosch Group

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