

B/S/H/



100 Million Stories Success Product
Effort Trust Smile Step Excitement
Dream 100 Million Stories Success Product
Effort Trust Smile Step Excitement Dream
100 Million Stories Success Product Effort
Trust Smile Step Excitement Dream 100
Million Stories Success Product Effort



B/S/H/

BSH Türkiye Socio-Economic Impact Analysis Report 1995–2024

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Foreword

The influence of industrial policies on economic development becomes more apparent, particularly when assessed through the effects generated by companies operating in high value-added sectors equipped with production infrastructure. From this perspective, the presence of BSH in Türkiye, as a global leader in the home appliances industry, significantly exemplifies a multi-dimensional development model that extends beyond direct economic indicators to encompass social, technological, and environmental dimensions.

This research aims to analyze the socio-economic impacts of BSH's presence in Türkiye, from 1995 to 2024, employing a comprehensive approach using the dynamic Input-Output Model. The Input-Output Model facilitates the analysis of production chains at the industry level and allows the quantitative assessment of direct and indirect economic contributions via forward and backward linkage effects. To this end, the model primarily assessed the metrics like industrial production capacity, employment levels, technology transfer, research and development activities (R&D), impacts on GDP, and integration with the domestic supply chain.

BSH Türkiye Socio-Economic Impact Analysis (1995–2024) is prepared to measure the economic, technological and social impacts of a multi-dimensional development architecture rather than just a company.

The analysis, based on the dynamic Input-Output Model of Nobel laureate in Economics Wassily Leontief, is structured around indicators such as sectoral linkage coefficients, investment and employment multipliers, R&D intensity, export diffusion coefficients and contribution to social welfare.

This integrated impact analysis extends beyond traditional growth models, providing a scientific evaluation that quantitatively assesses the conversion of systematic inputs into multidimensional outputs.

Throughout the period between 1995 to 2024:

- The manufacturing volume of BSH Türkiye expanded by 6.5 times;
- the sales volume thereof expanded by 5 times;
- R&D expenditures increased by approximately 10 times;
- total employment impact approached to 60.000 people and
- the 30-year GDP reached 45 billion dollars.

These indicators document besides not only growth, but also a structural transformation in the nature of domestic production.

This expansion signifies both a quantitative and qualitative revolution in areas such as industrial integration, knowledge-driven manufacturing, sustainability, and social inclusion. BSH Türkiye has built a multi-layered model compatible with sustainable development principles through strengthening industrial connections, restructuring production factors and activating human capital.

The report assesses the role of BSH Türkiye in the national economy not only directly through production

outputs but also through multiplier effect of value added production, depth of supply chain, concentration in R&D and welfare diffusion.

The findings of the study revealed that BSH Türkiye acts as a system-building block in the transformation of national industry, as a locomotive investor in regional development, and a strategic leverage in the transition to a knowledge economy.

The function of BSH in the industry serves as a reference for the institutionalization of development patterns in Türkiye's transition to a technology-based, inclusive, and resilient economic structure.

This analysis further aims to reveal the measurable, reproducible and strategic nature of the BSH example in terms of Türkiye's sustainable and high value-added industrial strategies.

BSH Türkiye exemplifies a holistic development model where local production capacity should be assessed not only with economic outputs but also with scientific, technological and social impacts. **Therefore, the impact of BSH Türkiye is multi-layered considering the economic aspects besides social development, education and environmental sustainability dimensions.**



“BSH TÜRKİYE SOCIO-ECONOMIC IMPACT ANALYSIS (1995–2024) WAS PREPARED TO MEASURE THE ECONOMIC, TECHNOLOGICAL AND SOCIAL IMPACTS OF A MULTI-DIMENSIONAL DEVELOPMENT ARCHITECTURE RATHER THAN JUST A COMPANY.”

BSH's carbon-neutral production processes executed in line with sustainability principles, digitalization-oriented product development activities, social responsibility projects that support equal opportunities in education (e.g. “Makers of Tomorrow (MoT)”) and programs aimed at developing young talents further bring out the company's contribution to the economy besides social and environmental development. To this end, the study aims to provide a multi-layered impact analysis while developing a new perspective on understanding the long-term effects of investments discussing the BSH Türkiye example.

The findings determined using the structural model will not only reveal the contribution of BSH to the industrial infrastructure in Türkiye but also will provide significant inputs that will guide policy makers and strategy developers on how technology-based investments can be structured in line with regional development, employment generation and sustainable production goals.

We hope that this report will shed light on the responsibility that BSH Türkiye assumes not only towards today but also towards future's generations.

Wishing you a pleasant reading,

Kindest regards!

BSH Ev Aletleri Sanayi ve Ticaret A.Ş.



1. BSH Türkiye

Over the thirty years following 1995, BSH's operations in Türkiye have evolved beyond their initial status as merely a production, sales, and export base. BSH Türkiye has set an exemplary model not only in the white goods industry but also in terms of industrial policies and regional development, as a result of its impact on high-value-added industrial production, strategic investments, sustainability, digital transformation, and qualified employment.

Today, BSH employs approximately 10,000 people in its five production facilities, first certified R&D Center of Türkiye, Digital Transformation Laboratory, logistics warehouse, customer services unit and its head office. BSH Türkiye subsequently assumed the management of the Region Emerging Markets, which covers 130 countries and 4.6 billion people, in 2020, in response to the increasing regional responsibilities over the years.

The production facility of BSH Türkiye located in Çerkezköy district of Tekirdağ province serves as the group's largest production center worldwide and also one of the three most important R&D and Innovation Centers.

Located on a 500,000 m² site, the facility is capable of producing approximately 7 million units annually. It is responsible for the development and exportation of 10 brands of refrigerators, washing machines, dishwashers, culinary appliances, and cooling products internationally. BSH Çerkezköy serves not only as a production base for Türkiye but also as a center for R&D and qualified employment.

In 2008, BSH Türkiye also brought its R&D center certified within the framework of legal regulations to Çerkezköy.

Innovative products equipped with patented technologies developed in Türkiye are exported to world markets from this center.

Surpassing the 100 million units of production threshold as of 2024, BSH Türkiye has confirmed that it has established an exemplary production model in the Turkish industry in terms of continuity, deepening, and economy of scale. This advancement indicates an integrated success of production, technology, and organizational strategies that have been implemented over the course of three decades, rather than merely a numerical experience.

BSH Türkiye offers an integrated industrial model that encompasses nearly all major arteries of the economy including production, marketing, investment, and exports.

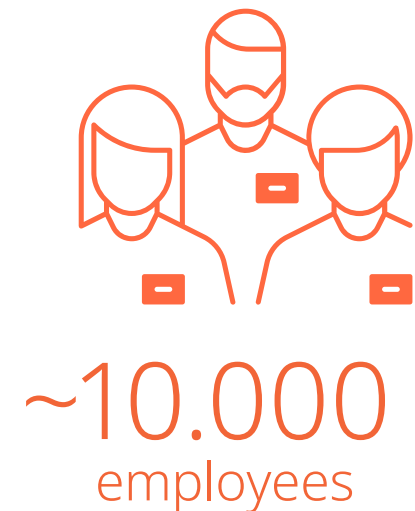
BSH Türkiye's sales organization, offering products and services in Türkiye under the brands of Bosch, Siemens, Gaggenau, and Profilo, is characterized by a dynamic structure that is influenced by brand strategies and sales channel architecture. BSH's technology-leading brands are accessible to consumers through approximately 3,500 sales points.

Marketing and sales activities carried out under the brands of Bosch, Siemens, Gaggenau and Profilo are also critical in terms of distribution infrastructure, customer access and field representation. Reaching out to the consumers through approximately 3,500 sales points, BSH Türkiye adds new stores to its network every year. As of 2024, BSH Türkiye manages a balanced, comprehensive, and strategically integrated sales ecosystem throughout the country with its four brands catering to distinct customer segments.

BSH Türkiye also leads the industry with its customer service quality. There has been a significant growth over the years in the call center, authorized service network, spare parts distribution, service product range and human resources.

This growth reveals that both field capability and the service structure oriented customer satisfaction have

been scaled. The products and services offered in the services provide a superior customer experience with a wide and innovative product range developed by considering the current demands of the consumers as well as their needs that have not yet reached the demand stage. Additionally, the service logistics warehouse, which offers innovative solutions and sustainable applications in its new location, continues to operate as an intercontinental operations center.





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2. Socio-Economic Impact Analysis Report

The multidimensional analysis of industrial impact of the Turkish economy on the production, investment, consumption, and employment components requires the assessment of the economic value chain created by the company at the national level within a dynamic modeling framework, in addition to the monitoring of quantitative figures at the company level. To this end, this analysis examined the socio-economic impacts of the activities undertaken by BSH Türkiye from 1995 to 2024, using the Input-Output (I-O) Model developed by Nobel laureate Economist Wassily Leontief, the RAS method devised by Stone, and the Localization Quotient (LQ) assessing localization levels.

The Input-Output Analysis is an advanced economic modeling technique that quantitatively assesses the interdependencies among various sectors of an economy. This model, developed by Wassily Leontief in the 1930s, allowed to systematically capture the direct and indirect complicated interdependence within the production process. This contribution of Leontief was awarded the Nobel Prize in Economics in 1973. The model derives its structural power from its capacity to technically simulate not only historical performance of economic activities but also scenario-based impact analyses and counterfactual analyses.

Input-Output models, incorporated into the national accounting frameworks of organizations like the United Nations (System of National Accounts SNA), OECD, and the European Union (European System of Accounts ESA), have now evolved into a globally recognized decision support tool applicable across various policy domains, including

GDP, multiplier effects, inter-sectoral interactions, and analyses of environmental and regional impacts.

Moreover, derivative frameworks such as Multi-regional Input-Output Models (MRIO) and Environmental Input-Output Models (EEIO), recently developed by international organizations (OECD, IMF, WB, ADB etc.), have further enhanced the model's adaptability, rendering it applicable across a broad range of areas, including energy efficiency, carbon footprint assessment, supply chain vulnerabilities, and local developmental impacts.

The Input-Output model offers the most suitable framework, both academically and technically, to elucidate the impact of enterprises with multi-dimensional production structures, such as BSH Türkiye, on the national economy.

In line with the study's objectives, BSH's contributions

to the Turkish economy were assessed annually and cumulatively using macroeconomic indicators including gross domestic product (GDP), sectoral production figures, added value, final consumption expenditures, and employment. Accordingly, sixty dynamic national Input-Output tables, created for this purpose, enable the identification of both the current economic contributions of BSH and the potential economic losses that may arise under counterfactual scenarios outside its operational scope. The modeling framework has been calibrated utilizing publicly accessible data sources, including the Turkish Statistical Institute's (TURKSTAT) National Accounts System, Entrepreneur Information System, Inter-Sector Flow Charts, and Corporate Industry Accounts.

Macroeconomic Indicators: Supply-Demand Figures and Gross Domestic Product (GDP)

When evaluated on a financial scale, BSH Türkiye has increased its production volume by 6.5 times and its sales volume by 5 times since 1995 while simultaneously strengthening the domestic market and export channels.

Throughout the period between 1995 and 2024, BSH Türkiye's total contribution to aggregate Supply-Demand (production effect on an AS-AD basis) has increased by approximately 11 times. The multiplier effect was realized at an average of 4.3, indicating that each USD of BSH expenditure generated an economic impact of 4.3 USD.

The GDP has resulted in an economic accumulation of 45 billion USD's over a 30-year period. 53 percent of this contribution originated from the industrial sector, while five percent stemmed from IT and research and development-intensive sectors.



45
billion USD

Industrial and Relative Impact: Deepening in the Industry and R&D Economy

BSH Türkiye's share in GDP, which was 0.138% in 1995, has been recorded at an average of 0.24% over the 30-year period. The average share in industrial GDP and in R&D intensive economy were recorded as 0.52% and 0.21%, respectively in the same period.

These rates indicate that BSH Türkiye has consistently enhanced both its production volume and quality through industrial manufacturing, the application of sophisticated technology, and engineering-driven services.



Economic multiplier effect
4,3
billion USD

Strategic Assessment: The Structural Role of BSH Türkiye

The analysis defines BSH Türkiye's place in the economy not only merely through numerical figures but also through the following structural outputs:

- BSH enhances inter-sectoral production linkages and amplifies the national industry's capacity as a significant multiplier effect agent.
- BSH's growth model, centered on research and development and technology, has positioned it as a fundamental component in the shift towards a knowledge economy.
- It has presented a strategic framework that has facilitated economic recoveries by demonstrating resilient and rapid growth even during crises.

BSH Türkiye exemplifies an integrated development strategy that generates products, jobs (employment), investment, knowledge, and efficiency, while enhancing industrial connections and bolstering Türkiye's competitiveness.

This analysis highlights the role of BSH Türkiye in fostering sustainable development from the viewpoints of the national economy and the information society.

Demand for Intermediate Goods and Value Added Effect

The contribution of BSH Türkiye on the national economy extends beyond the production of final goods or its export performance. The company further assumes a deep structural role in the multi-layered structure of the country's economy through the demand for intermediate products, which is the fundamental link in the industrial production chain, and the multiplier effect of added value generation.

Demand for Intermediate Goods: Deepening Impact on the Supply Chain

The economic impact of BSH Türkiye based on demand for intermediate goods has grown 11-fold by 2024 compared to 1995. The consistent growth indicates that the company has enhanced domestic supply networks and institutionalized inter-sectoral production relationships.

The demand for intermediate goods, which directly impacts several industries including metal processing, plastic parts manufacturing, packaging, and logistics, has mobilized not only direct suppliers but also indirect production and service channels.

Therefore, BSH Türkiye is a system-building industrial actor that not only manufactures products but also triggers production throughout the supply chain.

The Significance of Industrial Flows

The contributions of BSH Türkiye to the economy should be addressed through a multi-dimensional development model, considering not only its own operations but also the industrial connections it has established, the widespread supply structure, added value generation, and its contributions to social welfare. The company serves as an example of a sustainable industrial policy in Türkiye's transition to a domestic and multi-sectoral production structure.

BSH Türkiye stands as a pivotal entity in Türkiye's strategic industrial transformation, wielding significant influence through its capacity for industrial integration and macroeconomic impact.

BSH Türkiye's Impact on Employment and Employment Multiplier Analysis

The economic impact of BSH Türkiye is not limited to the individuals employed in its production facilities. The analysis of direct and indirect employment data derived from input-output tables elucidate the expansive impact of the company on the supply chain, service providers, logistics, and the research and development sector. This analysis delves into direct employment figures, the indirect employment catalyzed in other sectors, the implications for the R&D sector, and the development of R&D personnel within BSH through a multifaceted lens.

BSH Türkiye has evolved from merely being an industrial organization that offers direct employment to establishing a framework that fosters a multi-layered employment ecosystem. The analyses spanning the years between 1995 to 2024 thoroughly assess this effect through quantitative and sectoral dynamics.





10 Fold Growth in Direct and Indirect Employment

The number of employees, which was approximately 1,000 in 1995, has increased 10-fold reaching approximately 10,000 by 2024. This growth signifies an increase in both manufacturing capacity and the institutional organizational structure.

Conversely the indirect impact on employment, which was 5,500 individuals in 1995, has now surpassed 50,000. The data indicates that BSH Türkiye has established a large-scale employment network encompassing suppliers, logistics, service providers, and retail channels.

This effect consistently increased from 2015 to 2024, and the employment generated inside the non-BSH ecosystem attained nearly six times the direct employment by 2024. The employment multiplier for BSH, including of its own people, is 6,6.

The cumulative employment impact of BSH, encompassing both direct and indirect employment, has generated a significant economic footprint of over 60,000 individuals across Türkiye. This data suggests that BSH is a corporate entity with a strong connection coefficient, contributing to employment across various sectors.

The increase in the number of female employees is also remarkable. The rate of female employees has grown swiftly, nearing 20 percent of the overall workforce. The rise in the female workforce has become increasingly apparent as of 2010, attributed to the measures implemented in support of gender equality and inclusive workforce policies. This increase represents more than just a numerical shift; it embodies BSH's commitment to sustainability, equality, and inclusive growth. The increasing rate of female employment highlights the concrete actions undertaken by the company in line with its commitment to social responsibility and its equitable approach.

By the year 2025, the mean age within BSH Türkiye production organization stands at 34.2. This figure indicates that the company boasts a vibrant and dynamic workforce alongside seasoned professionals. The balance in age distribution indicates that BSH has established a robust infrastructure for knowledge transfer, talent development, and sustainable human resources planning, ensuring readiness not just for the present but also for the future.

The number of employees, which was approximately 1,000 in 1995, has increased 10-fold reaching approximately 10,000 by 2024.

Strong Impact on Knowledge-Based Sectors: R&D and Qualified Workforce

The indirect employment effect on the R&D sector, which stood at about 300 individuals in 1995, increased to nearly 5,000 individuals by 2024. This rise distinctly illustrates the volumetric and strategic significance of BSH Türkiye's contribution to the knowledge economy.

Furthermore, the number of R&D employees at BSH, which stood at around 90 in 2008, exceeded 460 by 2024. This increase demonstrates that the company's R&D department has evolved into not just a technical unit, but also a key driver of the corporate strategy.

Owing to the investments in engineering-based highly qualified workforce, BSH Türkiye is one of the driving actors of knowledge-based development.

BSH Türkiye's employment multiplier confirms its capacity for both horizontal (inter-sectoral) and vertical (qualification-based) expansion.

Considering the period between 1995 and 2024, it is possible to conclude that BSH Türkiye has evolved from merely being an industrial organization that generates direct employment to establishing an integrated institutional framework that significantly creates a high multiplier effect on the supply chain, logistics infrastructure, service providers, and technology companies. Considering the sectoral breakdowns, the multiplier effect in the industry sector is 4.1, and 0.49 in the R&D and IT sectors. This situation demonstrates that BSH Türkiye has been effectively advancing its strategy to enhance employment in high value-added and specialized business sectors. The stable increases in employment multiplier, observed particularly in the industry and R&D sectors, confirm that the company has successfully implemented its high value-added, sustainable and knowledge-based employment generation strategy.

BSH Türkiye has become a key institutional reference—not only within the private sector but also in shaping national industrial policies—by promoting qualified employment, fostering sectoral diversity, and driving a technology-focused workforce transformation.







BSH's Indirect Effect and Multiplier Contribution to Türkiye's Investment Ecosystem

The role of industrial investments in the economy is not limited to direct fixed capital generation. Large-scale and long-term manufacturing companies particularly have the capacity to trigger second-degree investment processes in many industries, both locally and nationally, through their own investments. In this context, the direct and indirect effects of the investments by BSH Türkiye between 1995 to 2024 demonstrate that the company has evolved into an institutionalized capital dynamo within Türkiye's investment environment.

BSH Türkiye's investment impact has been measured through multipliers based on Leontief's Input-Output analyses.

In this context, it is observed that every unit of fixed capital investment made by the company further triggers new investment expenditures, capacity improvements, and modernization efforts across various industries, particularly in construction, electrical-electronic parts production, infrastructure services, and local industry.

BSH Türkiye has constituted a multi-layered and sustainable investment ecosystem within Türkiye's industrial infrastructure, driven by its own fixed capital investments as well as the indirect capital flows triggered by these investments. Data for the period between 1995–2024 demonstrated that the company has transformed its direct investments into an economic leverage mechanism that creates an impact at the macro level.

Over a 30-year period:

- **Investments made by BSH: ~\$1.8 billion,**
- **Indirect investment impact created: ~\$11.6 billion,**
- **Investment multiplier (impact/investment demand ratio): ~6.6 times.**

This ratio indicates that each \$1 investment realized by BSH Türkiye further results in the creation of \$6.6 new fixed capital across Türkiye.

6,6 times
Investment Multiplier

Given these data, BSH Türkiye is recognized as a strategic industrial organization that not only invests but also expands the investment environment, encourages new sectors for investment, boosts capacity utilization rates, and elevates the quality of the investment environment.

• 2010–2012: The indirect investment multiplier has increased rapidly through new production lines, digital infrastructure investments and product diversity.

• After 2020: The ongoing investments, even amidst pandemic conditions, demonstrate BSH's unwavering strategic confidence in Türkiye.

• 2024: BSH Türkiye's impact on investment has not remained limited to production capacity alone, but has further caused a systemic momentum in critical development domains such as industrial integration, technological transformation and capacity increase.

BSH Türkiye serves an exemplary institutional model that produces permanent contributions in terms of Türkiye's investment quality, industrial transformation and economic depth.

The Export Triggering Effect of BSH Türkiye

A key component of the structural transformation in Turkish foreign trade strategies is represented by large scale industrial enterprises capable of exporting high value-added products and facilitating access for surrounding sectors to foreign markets. Listed within the top 20 in “The Top 1000 Exporters of 2023 Survey” by the Turkish Exporters’ Assembly (TİM), BSH Türkiye is among the pioneers of the industry with its contribution to exports every year.

Throughout the period between 1995 to 2024, a multiplier effect that triggers other industries and facilitates access to foreign markets was determined for the export activities carried out by BSH Türkiye. In this context, BSH Türkiye makes significant contributions to the country’s export potential not only with its own export volume but also with the indirect foreign trade impact it creates. Thanks to the localization of industrial inputs, the development of export-oriented supply chains and the integration of subsidiary industry into international certification processes, the export impact has expanded not only directly but also at the system level.

- Over the 30-year period, the direct exports of BSH Türkiye have exceeded ~USD16.9 billion , while its indirect export contribution has exceeded ~USD17.2 billion .
- The cumulative foreign trade contribution approaching USD 34.1 billion reveals the critical role of actors of this scale and quality in Turkish industrial strategy for sustainable development.

This cumulative impact demonstrates that BSH Türkiye has evolved from an industrial entity into a strategic development instrument, significantly contributing to the shift towards high value-added products in Turkish export environment.

This level of contribution to foreign trade represents a contribution that will create a systemic effect on the total industrial exports of Türkiye.

Contribution to the Globalization of the Industrial Ecosystem: Quality, Certification and Market Access

This analysis, performed based on the Input-Output Model, reveals that many companies that are not directly connected to BSH Türkiye’s production activities but are included in the supply chain have gained access to certification processes, adapted to international quality standards and become independent exporters.

BSH Türkiye has evolved into a kind of platform that helps local SMEs reach international markets.

The contribution to exports is multi-layered, encompassing not merely economic aspects but also institutional learning, product standardization, and the capacity to access foreign markets.

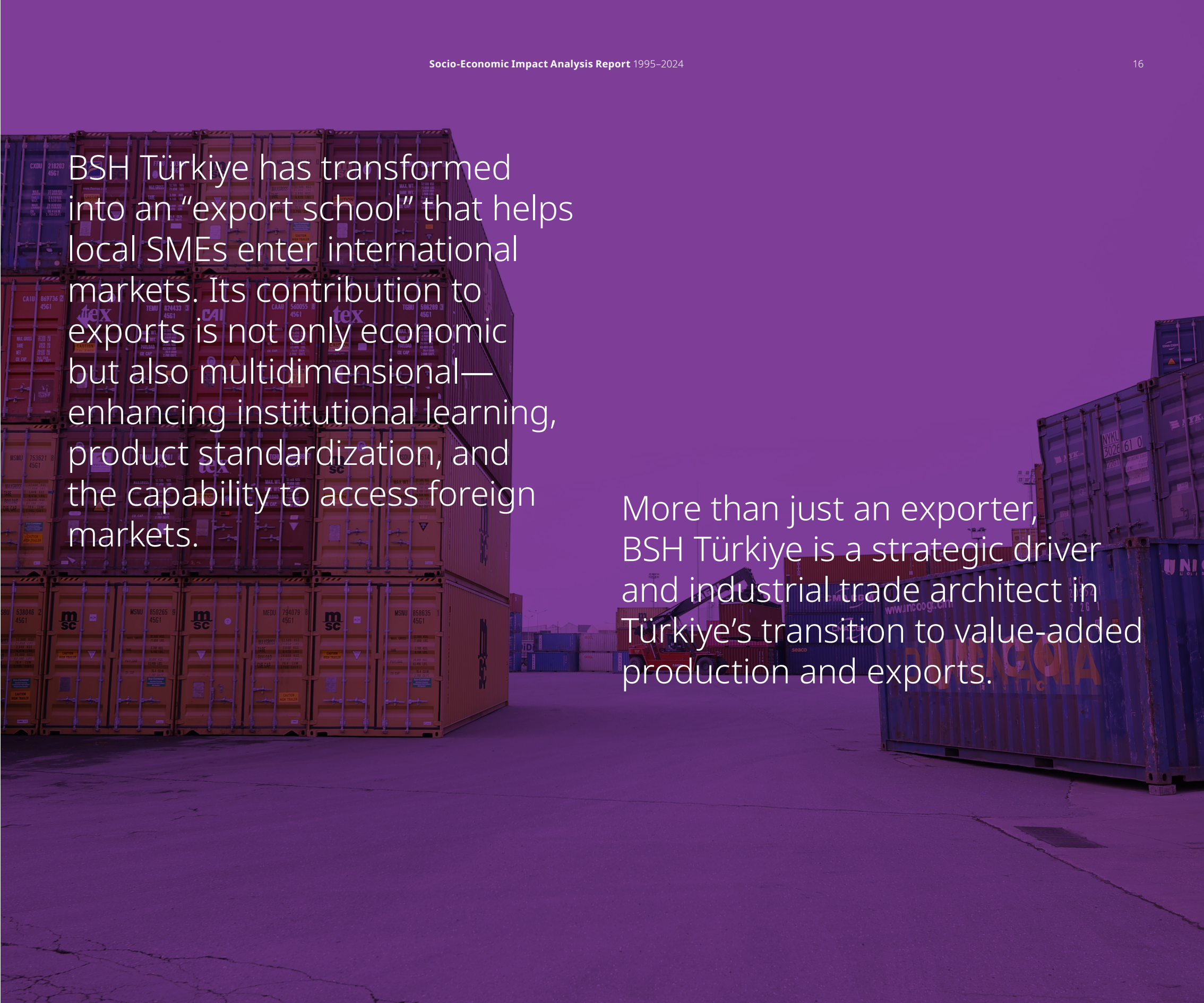
- BSH’s relations with its suppliers have accelerated the technological adaptation process of domestic companies and transformed these companies into independent exporters.

- The increase in exports benefits the nation’s foreign trade balance as well as its goals for technological transformation.

BSH Türkiye serves not only as an exporter but also as a strategic guide and architect of industrial foreign trade in the shift of Türkiye towards value-added product exports.

Direct exports have exceeded ~USD16.9 billion , while the indirect export contribution has exceeded ~USD17.2 billion.





BSH Türkiye has transformed into an “export school” that helps local SMEs enter international markets. Its contribution to exports is not only economic but also multidimensional—enhancing institutional learning, product standardization, and the capability to access foreign markets.

More than just an exporter, BSH Türkiye is a strategic driver and industrial trade architect in Türkiye’s transition to value-added production and exports.

3. BSH Türkiye | R&D and Innovation Capacity (2008–2024)

Between 2008 and 2024, BSH Türkiye achieved a model transformation by steadily and multidimensionally expanding its R&D and innovation capacity, marking a shift from industrial production to knowledge generation.

This transformation has extended beyond internal processes, evolving into a corporate innovation ecosystem grounded in the open innovation model, facilitated by collaborations with universities, private sector companies, and international stakeholders.

Research and development expenditures have increased nearly ten times over the 16-year span since 2008. This increase clearly reflects BSH Türkiye's strategy to ground its sustainable competitive advantage on technology and innovation.

There has also been a significant leap in the human resources employed in the R&D departments, with the number of full-time equivalent R&D personnel rising by 430% from around 90 to more than 460. The increasing presence of researchers with a PhD degree among the R&D staff, who are primarily composed of employees holding master's and bachelor's degrees, signifies a shift in the company towards a structure that not only executes projects but also makes scientific contributions. The percentage of staff working in the R&D department, compared to total employment, has remained steady throughout the years.

The physical capacity of the R&D center has expanded to facilitate this development, with the laboratory area increasing from 1,682 m² in 2008 to 5,445 m² by 2024. This environment, equipped with advanced technology, prototyping infrastructure, and simulation systems, enhances in-house knowledge production and fosters robust synergies with external stakeholders.

As of 2010, BSH Türkiye achieved a milestone in project-based R&D processes with the development of 66 projects, subsequently has enhanced the quality by concentrating on more strategic and comprehensive initiatives in the following years. There has been a remarkable accumulation in patent applications: A total of 921 applications were submitted between 2008 and 2024, and 431 patents and utility models were registered. The company achieved a historic milestone in 2023 by producing 22 scientific publications, marking the highest level of academic output to date. This success, driven by a balance between scientific publications and patents, has enhanced the sharing of knowledge both internally and within the academic and sectoral communities.

- In terms of patent ecosystem, BSH Türkiye is one of the leading companies in the country. The company individually encompasses the total clusters throughout numerous industries in relation to the number of patent applications.
- Trademark registry is directly related to the strategy of safeguarding product diversity in the global market.
- The number of registered outputs reflects both the R&D performance and the competitive advantage conferred by these activities in commercialization, licensing, or direct sales.

Each innovation safeguarded by intellectual property rights serves as a strategic foundation within BSH Türkiye's technology-driven value chain.

One of the most significant outputs of BSH Türkiye's R&D activities has been the transition of corporate knowledge generated into the scientific domain.



BSH Türkiye has emerged as a prominent industrial organization that assumes a strategic role in the technology-driven transformation of Türkiye, bolstering its competitive strength through an R&D-oriented growth model in the era of Industry 4.0.

Scientific publications in addition to patent, brand and design registrations establish a connection between the R&D ecosystem and academic knowledge production, demonstrating that the company is not only a technology producer but also a contributor to science.

Joint R&D projects have been conducted with over 25 higher education institutions within the context of partnerships with universities. Additionally, collaborations with private sector companies reached 8 in 2023, while international R&D collaborations established 8 different partnerships in the same year.

BSH Türkiye's R&D approach exemplifies a successful shift from the "closed R&D" model to a "network-based, multi-actor innovation model." This structure demonstrates that BSH Türkiye has adopted the open innovation strategy not only as a principle but also as a practical corporate model.

Consequently BSH Türkiye's R&D and innovation strategy has resulted in strong growth in all key indicators such as investment, human resources, infrastructure and project productivity.

This technology-oriented structure, characterized by scientific depth and grounded in multi-actor collaborations, has transformed BSH Türkiye into not just a manufacturer but also an exporter of knowledge and technology.

BSH Türkiye has emerged as a prominent industrial organization that assumes a strategic role in the technology-driven transformation of Türkiye, bolstering its competitive strength through an R&D-oriented growth model in the era of Industry 4.0.

The number of R&D personnel

has increased by

%430

from 90 to over 460.

The laboratory area, which was 1,682 m² in 2008, has increased threefold, reaching

5.445 m²

by 2024.

4. Sustainability Vision

BSH Türkiye views sustainability not merely as an environmental responsibility, but as a multidimensional transformation perspective embedded at the core of its corporate strategy. The company's sustainability strategy is founded on a holistic framework that takes into account the requirements of future generations, emphasizes the efficient use of resources, and focuses on social contribution and the resilience of the value chain.

Corporate sustainability practices are addressed comprehensively, aligning with the principles of Environmental, Social, and Governance (ESG). Performance assessments are considered alongside social benefits, environmental impacts, and ethical governance processes.

Integration of Global Responsibility with Local Impact

BSH Türkiye implements its sustainability strategy in complete alignment with the United Nations Sustainable Development Goals (SDGs). To this end:

- Environmental impacts are systematically reduced with investments focused on energy and resource efficiency;
- Equal opportunity is strengthened with social programs addressing young people, children and women;
- Sustainability is integrated at the corporate level in all processes such as supply chain management, business models and product design.

BSH Türkiye not only manufactures sustainable products but also builds a sustainable future.

Impact Management: Quantitative Accuracy, Qualitative and Social Depth

Each domain of activity analyzed in this report has been evaluated not only as a corporate project but also as a transformation output that is a measurable impact indicator and model. Thousands of individuals, communities, and business partners have engaged on thematic topics such as climate change, the promotion of women's employment, the expansion of technical education, and circular production, resulting in a lasting impact.

BSH Türkiye views sustainability as both a responsibility and a strategic tool for gaining competitive edge, fostering social inclusion, and promoting ethical growth.

Holistic Approach to Sustainability

BSH Türkiye considers sustainability as an integrated corporate responsibility issue that complements each other with its environmental, social and governance dimensions. Minimizing carbon emissions, promoting sustainable lifestyles, and building more resilient systems throughout our value chain are key long-term strategic priorities for the company.

Sustainability is not just a goal, it is an integral component of the way of doing business.

Environmental Sustainability: Reducing Carbon Footprint and Resource Efficiency

Since 2020, Scope 1 and Scope 2 emissions have been maintained at a carbon neutral level in all BSH facilities. Furthermore direct contribution is provided to carbon offsetting projects for unavoidable emissions.

BSH Türkiye implements strategies that optimize resource utilization, lower emissions, and enhance production efficiency in accordance with circular economy principles.

- Improvements are being systematically implemented in production processes to enhance energy efficiency and minimize energy-related emissions.
- The emphasis is placed on minimizing CO₂ emissions across the entire supply chain, starting from raw materials and extending to product usage;
- Facilities have been implementing low-emission production technologies and high-efficiency energy projects, driving the green transformation process in the industry.

Social Impact: Responsible Corporate Citizenship

BSH Türkiye, sosyal açıdan sürdürülebilirliği, sadece iç BSH Türkiye approaches sustainability from a social perspective not limited to internal stakeholders but with a comprehensive development perspective at the social level. Within the interactions with employees, customers, suppliers and local communities:

- BSH adopts inclusive business models based on equal opportunity, social solidarity and human rights;
- Incentive mechanisms are implemented to enhance the environmental and social sustainability performance of business partners.

In this context, BSH Türkiye not only supports projects that will create social impact, but also positions them as one of the fundamental building blocks of its corporate strategy.

Operational Transformation: Integration of Sustainability into Business Processes

The sustainability approach extends beyond just production activities; it has been integrated into all functions.

- **The service logistics center located in Arnavutköy is designed to collect rainwater and use it cyclically.**
- **The solar energy installations of dealers with suitable physical conditions represent the first steps of field-scale energy transformation. The new 200-square-meter store, which was recently opened under the Profilo brand, was designed with the theme of sustainability. The store harnesses some of the energy required for the lighting system from daylight and can uninterruptedly use the energy stored for up to 8 hours.**

Ensuring business continuity and reducing environmental impacts are evaluated together with operational efficiency and social contribution.

BSH Türkiye designs each investment not only as an environmental or legal obligation but also as a measurable, permanent and highly returnable social, environmental and economic impact area.

Responsible Business Models Throughout the Value Chain

BSH Türkiye systematically integrates the principle of sustainability not only at the product level but also throughout the entire value chain, including design, supply, production, distribution and post-use stages. In line with this understanding, both internal processes and relations established with suppliers and business partners are carried out with a governance structure that focuses on mutual development and joint transformation beyond compliance with sustainability standards.

The corporate governance approach focuses not only on compliance processes but also on shared responsibility, transparency and the establishment of sustainable partnerships.

Sustainability Principle in Product Development Processes

BSH designs the product life cycle to minimize environmental impacts. Every component used in household appliances, from material selection to packaging design, is considered within the sustainability axis.

This method incorporates the technical choices that minimize the environmental impact alongside the structural bases of the shift to a circular economy within the corporate strategy.



Compliance with Business Partners and Shared Responsibility

A sustainability-based governance approach is implemented with all suppliers and business partners throughout the value chain under headings such as:

- Ethical supply principles,
- Monitoring the environmental performance,
- Compliance with waste management, and social compliance

Thus BSH Türkiye has been positioned as a stakeholder that not only monitors but also develops, supports and transforms its business partners in this field.

Sustainability extends beyond the individual efforts of an institution; it is a shared responsibility that involves the entire value chain. BSH Türkiye institutionalizes this responsibility with holistic governance principles.

Environmental Sustainability Projects

A Holistic Environmental Strategy from Resource Efficiency to Renewable Energy

BSH Türkiye's environmental sustainability approach is based on a holistic transformation strategy that includes recovering resources, transforming energy production and creating positive environmental impact, beyond a protection approach focused solely on reducing the use of resources. This strategy has prioritized the constitution of environmentally friendly production systems and sustainable operational infrastructures within the company.

The basic practices carried out in this direction can be summarized as follows:

- Investments in water and energy efficiency are consistently implemented across all production sites, and environmental performance is systematically enhanced through process optimizations.
- Reuse of water in production processes is among the strategic priorities in terms of ensuring resource circularity and reducing the water footprint. Water Stewardship is crucial for maintaining operational efficiency and alleviating stress on the ecosystem.
- Investments in solar energy systems do not only reduce carbon emissions but also enable to sustainably meet operational energy needs. These systems strengthen the security of energy supply while also ensuring full compliance with climate targets.
- Directly using energy derived from renewable sources in operational processes supports the establishment of integrated environmental systems that strengthen the environmental integrity of production systems.

Each environmental investment undertaken by BSH Türkiye serves not merely as a technical infrastructure cost but also as a strategic foundation for establishing environmentally friendly production as a corporate standard and ensuring long-term sustainable growth.

Economic and Environmental Contribution of Energy Efficiency Projects

BSH Türkiye prioritizes energy efficiency in its production systems as a core component of its environmental sustainability strategy.

In this context, the energy efficiency projects carried out in the Çerkezköy campus from 2019 to 2024 serve as exemplary models, showcasing significant operational, environmental, and economic benefits.

- **A total of 39,299 MWh of energy savings were achieved through these projects.**
- **The savings achieved in 2024 alone is at the level of 8,462 MWh.**

These projects stand out as exemplary models in terms of environmental sustainability, and offer concrete contributions to more efficient use of resources and emission reduction. Energy savings of this scale represent an economic value of approximately 4 to 6 million dollars when evaluated based on industrial electricity prices. However, what really important is the consistent implementation of a production approach that places energy efficiency at the center of sustainability policy.

BSH Türkiye thereby demonstrates that it addresses energy management as both a technical improvement and a core element of its corporate sustainability policy. This efficiency-oriented production approach offers a holistic management model that combines environmental goals with economic rationality.

The Impact of Energy Savings on Households

The total energy savings of 39,299 MWh achieved as a result of the energy efficiency projects implemented by BSH Türkiye in the Çerkezköy facility between 2019 and 2024 have not only improved corporate operational efficiency but also produced a concrete impact at the social level.

This saving is equivalent to the annual electricity consumption of approximately 14,238 families, when taking into account the annual electricity consumption of an average household of four individuals.

This correspondence indicates that energy transformation not only provides an economic advantage at the industrial scale, but also has a positive impact on energy supply and resource use throughout the country.

The opportunity to generate millions of USD worth savings and social benefits for tens of thousands of households through a transformation investment in a single industrial facility highlights the comprehensive impact of energy efficiency policies, encompassing environmental, economic, and social sustainability aspects.

In line with the principles of environmental integrity and social responsibility, sustainable industrial production has created a model transformation example.



Circular Economy

BSH Türkiye defines sustainability not only as a goal but also as the fundamental principle of the way of doing business. Thereby a holistic approach has been adopted to reduce environmental impact throughout the entire value chain, from energy efficiency and water stewardship to renewable energy, from production processes to logistics infrastructure. In this context, a compost production system based on the principle of advanced recycling in waste management was implemented in 2023.

A Practical Example of Circular Economy: Turning Food Waste into Nutrient-Rich Soil

Within the scope of biodegradable waste management practices launched in Çerkezköy Facility in 2023:

- A total of 11,176 kg of biodegradable waste was collected.
- 5,484 kg of highly efficient organic compost was obtained from these wastes.
- At the end of the process, approximately 1,676 kg of CO₂e emissions were prevented from being released into the atmosphere.

The results indicate that waste transformation projects can yield significant environmental advantages, impacting both disposal methods and the transformation of resources, as well as contributing to carbon reduction.



Green Logistics: Carbon Emission Reducing, Efficiency Increasing Logistics Transformation

Low-carbon, high-efficiency logistics systems throughout the supply chain

Extending its sustainability vision beyond mere production processes, BSH Türkiye prioritizes the transformation of all logistics operations—from supply chain to distribution—into a low-carbon framework as a strategic focus. The Green Logistics program, recently implemented, serves as a pioneering transformation model that seamlessly combines operational efficiency with environmental responsibility through its multi-dimensional structure.

Project Framework and Implementation Strategies

Green Logistics is a comprehensive transformation project set consisting of five sub-projects. Main areas focused on by this framework are:

- Restructuring of loading models in exports.
- Optimization of vehicle occupancy rates.
- Replanning of transportation volumes.
- Increasing loading efficiency.
- Shipping systems with reduced carbon intensity.

Thanks to these strategic improvements, the same product volumes could be shipped with much fewer vehicles compared to previous years, thus simultaneously reducing both carbon emissions and logistics costs.

Measurable Impact and Carbon Reduction

- The project aims to prevent the release of 4,916 tons of CO₂ emissions per year.
- Carbon intensity has been reduced in over 1,200 transportation operations,
- The environmental footprint across the supply chain has been significantly reduced.

This data confirm that logistics processes can be transformed environmentally with proper planning, loading efficiency and resource management.

Corporate Recognition and Sustainable Success

With this project, BSH Türkiye has been awarded in the Supply Chain Management category within the scope of the Sustainable Business Awards. This award confirms a recognition of not only environmental performance but also operational excellence.

Green Logistics is not merely an environmental project, but also an integrated solution model where systematic transformation in logistics, strategic cost advantage and sustainability performance are achieved in the same structure.

This transformation is an example of how it is possible to reduce carbon by improving efficiency in the industry.



Impact of Water Stewardship Projects: Analysis of the Period Between 1995–2024

A holistic transformation model from resource efficiency to production sustainability:

The production facility of BSH Türkiye in Çerkezköy, located in a geography facing water stress, has determined the efficient use and recycling of water resources as a strategic priority. Water stewardship projects developed within this scope have not only provided operational savings but also directly contributed to the sustainable improvement of production capacity.

•2024 Performance and Current Gains

- As a result of the initiatives implemented in 2024, a total of 24,908 m³ of water was conserved.
- Water consumption across the facility has been reduced by 9.22% compared to the previous year.
- This amount is equivalent to the volume of water held by approximately 10 Olympic-sized swimming pools.

This outcome demonstrates that even individual yearly gains yield significant environmental responses and that the water stewardship strategy has been successfully applied in practice.

Cumulative Gains of the Water Stewardship Projects (2018–2024 and 1995–2024)

- Total water savings throughout the 2018–2024 period: 143,574 m³ Equivalent to the volume of water held by approximately 57 Olympic-sized swimming pools.
- Since 1995, water consumed per unit of product (produced) has been reduced by 92%.

The advantages gained hold significant strategic importance, not just for conserving the resources, but also for climate adaptation strategies, managing water supply risks, and ensuring production continuity.

Strategic and Environmental Interpretation

- BSH Türkiye stands out as one of the rare industrial organizations that has successfully minimized its environmental impact while enhancing its production capacity.
- This approach to water stewardship not only allows the management of today's resource scarcity but also improves corporate resilience against future water security risks.
- Minimizing the water impact from the early stages of the product life cycle directly aligns with the company's long-term climate adaptation goals.

%9,22

Reduction of Water Consumed in 2024

143.574m³

Total Water Savings



Afforestation

BSH Türkiye approaches sustainability as an integral part of its direct relationship with natural systems. In this context, its afforestation activities are positioned as a complementary strategic tool in the fight against the climate crisis. Within the scope of the project, a total of 24,123 saplings have been planted since 2002. Each sapling is not only a to-be-green tree but also a living element of the corporate carbon reduction strategy.

Carbon Impact and Environmental Contribution

- This afforestation project prevented approximately 8,993 tons of CO₂ emissions.
- This figure represents offsetting the climate impact equivalent to the combustion of around 600 tons of coal or the yearly carbon emissions produced by 5,353 passenger vehicles.

BSH Türkiye systematically implements nature-based solutions that directly reduce atmospheric carbon load.



Biodiversity, Soil Health and Social Contribution

The afforestation project not only is a means of reducing carbon, but also provides multidimensional contributions in terms of:

- supporting local biodiversity,
- enriching the organic structure and water retention capacity of the soil,
- and raising social awareness about climate change.

Planting saplings offers a strategic interaction opportunity not only in terms of environment but also social sustainability.

BSH Türkiye has taken these initiatives beyond individual acts and made them an integral component of corporate sustainability policies that have a direct impact on the climate crisis.

Every penny invested in the soil is an investment in the quality of life of future generations. The afforestation projects carried out in this direction are a concrete indicator of BSH Türkiye's commitment to integrate environmental responsibility with its corporate strategy.



Solar Panels at Çerkezköy Facility



In line with its vision of sustainable production, BSH Türkiye has launched a large-scale renewable energy investment at its Çerkezköy production facility. The photovoltaic (PV) systems installed on the roof-top of the material storage facility within the production base not only meet the operational energy needs but also aim to tangibly reduce the carbon footprint of the facility.

Technical Specifications and Measurable Impacts

The PV system, installed on an area approximately the size of four football fields:

- Aims to produce 3 GWh of electricity annually.
- This production will prevent 1,370 tons of CO₂e emissions.
- The entire annual electricity requirement of the material storage facility will be met by the PV system.
- Approximately 3% of the base's total electricity consumption will be met by green energy.

These are measurable outputs that not only meet local energy needs but also corporate climate commitments.

Social Impact

Annual electricity generation of 3 GWh is equivalent to the annual energy consumption needs of approximately 1,087 four-person households. In this context, the investment is not just about transforming a single property, but also a strategic contribution to the energy future of society.

Strategic Cooperations and Future Steps

In the second phase of the project, BSH plans to put PV systems into operation in other suitable areas of the facility's roof-top, thus increasing the scale of renewable energy production throughout the production base. This approach, which makes energy efficiency a part of the operational culture, generates its own electricity and spreads carbon neutral production structure, offers a holistic transformation model that combines environmental responsibility with industrial competitiveness.



5. Corporate Social Responsibility

BSH Türkiye approaches corporate social responsibility not merely as a support activity, but as a source of measurable social impact. Spanning areas from education and equal opportunity to digital literacy and gender equality, its wide-ranging programs present a model of impact that promotes inclusive development and empowers young talent.

WE Power: Equal Opportunities for Women in Business

The WE Power Program, launched by BSH Türkiye in 2021, implements gender equality not only as a principle but also as a practice embodied in professional development. Within the scope of the project, which supports equal representation of women in every field from engineering to production, from sales to logistics:

- More than 27,000 female candidates have been reached.
- 220 female students participating in the project have gained professional experience.

As of 2024:

- The rate of women employed in the field of engineering exceeded: 50%.
- The rate of women employed in the field of sales exceeded: 70%.

The program not only provides technical qualifications but also creates transformation in terms of equal representation, institutional diversity and social empowerment.

WE Power is not just an internship program; it is rather a strategic move that prioritizes equal opportunities in the industry.

220

female students
participating in
the project have
gained professional
experience.



Investing in Technical Power of Türkiye with TOSİ

The Strategic Cooperation with Technical Schools (TOSİ - Strategic Cooperation with Technical Schools) Project, which was launched in 2011, is a social contribution model through which BSH Türkiye addresses access, equipment and employment opportunities in technical education with a holistic manner. The program, providing theoretical and practical training opportunities to students in cooperation with vocational high schools and vocational training centers, aims to support the professional development of young people and train competent and qualified employees. TOSİ is not just a classroom renovation and household appliance donation project, but the meeting point of equal opportunities, qualified employment and sectoral transformation in education. To this end:

- Collaboration was established with 10 technical high schools in 7 cities.
- 18 modern technical laboratories were established.
- 381 students were provided with internship opportunities and 18 graduates were directly employed.

Laboratories serve as a critical learning environment not only for students but also for educators' adaptation to industrial development. TOSİ is an exemplary social sustainability model that integrates technical training into the labor market.



Pursuing a Dream: Gender Equality in Art Education

İstanbul Modern and Bosch Home Appliances collectively launched the “Pursuing a Dream” project in 2024 for young girls who want to develop their talents and artistic perspectives in order to support gender equality in art education. The project aims to bring together female students with academics, art historians and creative artists who can be courageous role models for them.

The “Pursuing a Dream” project helps young girls strengthen their artistic expression skills and develop creative and innovative perspectives. A specific personal development program offered for young girls who want to develop their talent and artistic perspective is carried out with academics, artists, curators, art historians and museum experts. The project,

hosting 90 students from public schools in different districts of İstanbul participated, has also made a splash internationally.

With this program, İstanbul Modern was granted the “Outstanding Museum Practice Award (OMPA)” by the International Committee for Museums and Collections of Modern Art (CIMAM).



Bosch Çevre Çocuk Tiyatrosu (Children Environment Theater): Art and Sustainability

Social responsibility projects at BSH focus on the principles of equal opportunities, equal distribution of work, more efficient use of resources, sustainability and environmental awareness. In this context, since 2018, Bosch Çevre Çocuk Tiyatrosu has undertaken the task of raising awareness among preschool children, the “generations of the future”, about a sustainable world by taking advantage of the dynamism of role playing that trains and educates while entertaining.

Broadcasting through a podcast during the pandemic, the theater has raised environmental awareness among more than 200,000 children free of charge with more than 600 performances. In order to create equal opportunities, Bosch Çevre Çocuk Tiyatrosu (Kids'Theater Fest) has toured the country five times, reaching the western and eastern provinces of Türkiye where access to theater and artistic activities is limited.

Makers of Tomorrow (MoT)

Equal Opportunities in Digital Literacy

BSH Türkiye aims to empower the individuals of the future today by supporting technology literacy at an early age. The Makers of Tomorrow (MoT) program, which was launched in 2017 in collaboration with the Kodluyoruz Association, offers opportunities for children and young people to develop digital skills and engage creatively with technology.

Scope of the Program

- Workshop trainings on topics such as electronics, robotics, 3D design,
- Practical activities throughout the year in BSH MakersLab (Çerkezköy campus).
- Digital access throughout Türkiye via makersoftomorrow.online.
- Digital guidance resources for parents with the #AileceKodluyoruz series.

Measurable Social Impact

- One-on-one access to over 7,000 students and trainers.
- Over 800,000 digital users' access.
- Increased digital awareness and participation at the family level.

Makers of Tomorrow (MoT) is a multi-stakeholder transformation program that positions digital literacy on the axis of social equality.

Strategic Outcome

With its long-term social contribution programs such as WE Power, TOSİ and Makers of Tomorrow, BSH Türkiye contributes to the transformation of not only individuals but also sectors, institutions and society. These projects:

- Strengthen gender equality,
- Establish employment-focused structures in technical education.
- Spread digital inclusiveness on a national scale.

For BSH Türkiye, corporate social responsibility is not only an ethical obligation but also a sustainability vision that creates strategic value, strengthens society and transforms the future.

On the 100th anniversary of the Republic of Türkiye, specific artificial intelligence workshops were held with 100 children within the scope of the Makers of Tomorrow (MoT) program. Children who came together under the theme of “Science Force” produced works on Science in the Second Century of the Republic of Türkiye using artificial intelligence.





People matter
our employees
are the basis of
our developments.

Together we grow
a sustainable business
economically,
environmentally,
and socially-by providing
relentlessly innovative
and consumer-focused
products and services
for everyone's home.

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6. Occupational Health and Safety (OHS) Performance

Accident-free production vision and continuous improvement focused management system

BSH Türkiye positions the occupational health and safety (OHS) approach as a strategic component of the corporate culture beyond merely compliance with legislation. In this context, the OHS management system implemented in Çerkezköy Facilities has been designed in line with the zero accident target and is supported by proactive risk management, employee engagement and behavior-based safety practices.

This system implemented in the field works on the basis of the Plan, Do, Check and Act (PDCA approach) approach to continuous improvement. Processes with regard to hazard identification, risk assessment, incident notification and root cause analysis are regularly updated. Thanks to training investments, OHS ambassador programs and leadership-focused audit processes, a safe work culture has become an institutional reflex.

Owing to this systematic structure, BSH Türkiye has not only met the standards of the industry but also achieved performance levels rarely seen in the industry, such as millions of accident-free hours. This approach reveals that the organization has successfully internalized the behavioral safety model and meets international OHS maturity criteria.

Corporate Approach and Implementation Principles

OHS practices are carried out within the framework of the principles of:

- Protecting employee health,
- Creating safe and ergonomic working environments,
- and proactively managing possible risks.

The systematic practices implemented in this regard have made BSH Çerkezköy Facilities a production center that is recognized as an example both nationally and internationally.

Significant Achievements

- Process safety performance has consistently been maintained with a chain of million accident-free work hours.
- Prestigious OHS awards have been granted at national and international levels.
- The management model based on a continuous improvement cycle not only improves OHS performance but also employee engagement and workplace satisfaction.

These achievements confirm that BSH Türkiye addresses OHS as a structure integrated with production quality, employee welfare and sustainability performance rather than an independent operational efficiency issue.

Strategic Assessment

BSH Türkiye addresses Occupational Health and Safety not merely a goal to be achieved but also a culture of behavior that should be rebuilt every day.

BSH Türkiye supports this culture with continuous training, risk-based auditing, employee engagement processes and digital security monitoring systems. Thereby, not only are safe production environments provided, but they are also continuously improved.

With its OHS performance, BSH Türkiye has become a corporate reference that sets the standard for occupational safety in the industry and has pioneered a sustainable production model that focuses on employee health and a human-oriented industrial culture.

BSH Türkiye Socio-Economic Impact Analysis Report 1995–2024

May 2025

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Curious Brand

BSH Ev Aletleri Sanayi ve Ticaret A.Ş.

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