

BSH Home Appliances Group

B/S/H/

Hardware+@Consumer Products



Dr. Michael Baumeister
11 October 2020

As BSH we are organized in 5 product divisions covering all different parts of the home appliance market across the world

Global market 2017: 151 €bn

~21%

Cooking & Baking



~21%

Washing & Drying



~6%

Dishcare



~30%

Refrigeration & Freezing



~22%

Small Domestic Appliances (PCP)



Within each category, we offer a strong portfolio ...

PCP Konsumenten- welten & Kategorien		Culinary world				Home care world	
		Beverage		Food		Home care	
Kategorie Portfolio Fokus	ATTACK & SHAPE	 Fully Automatic Espresso Machines		 Kitchen experts	 Liquid Health	 Cordless Dry Cleaning Cordless Wet Cleaning	
		 Smart Cooking		 Indoor Gardening		 New Hygiene Use Cases	
	SUSTAIN	 Coffee on Demand	 Built-in Coffee	 Specialties & Accessories	 Smart Essentials	 Indoor Grilling	 Cylinder Bagged
						 Cylinder Bagless	



FOOD

Food is simply better homemade.





BEVERAGE

Innovations combined for enjoyment.



HOME CARE

Leaves you with nothing but good memories



... while pushing innovative & connected heroes that are going beyond just products thereby offering complete solutions to our consumers



... offering **solution experiences** to our consumers



... that are going beyond products by offering **Hardware+**



PCP hero product solutions



... that are **innovative** and offer perceived **USPs** to our consumers



...to level up our **consumer centricity**

... in order to achieve PCP hero products, the entire Operations community strives also for being best



Being best in Operations



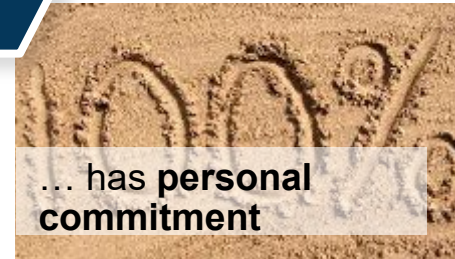


The role is translated in an **OPERATION HEROES** approach

...is an **Operations' initiative** derived from PCP strategic objectives

**OP
HERO**

...is a **passionate leader** owning the Operations' initiative



We strive for excellence in R&D and Manufacturing with a clear vision in mind...

The PCP R&D of the future orchestrates and ensures excellence
EXCELLENCE = CONSUMER BENEFIT - COSTS

Consumer Insights

Real-time data
 Research



UX Verification

Perceived quality *Benefit*
 Consumer relevance *cost*



Pillars

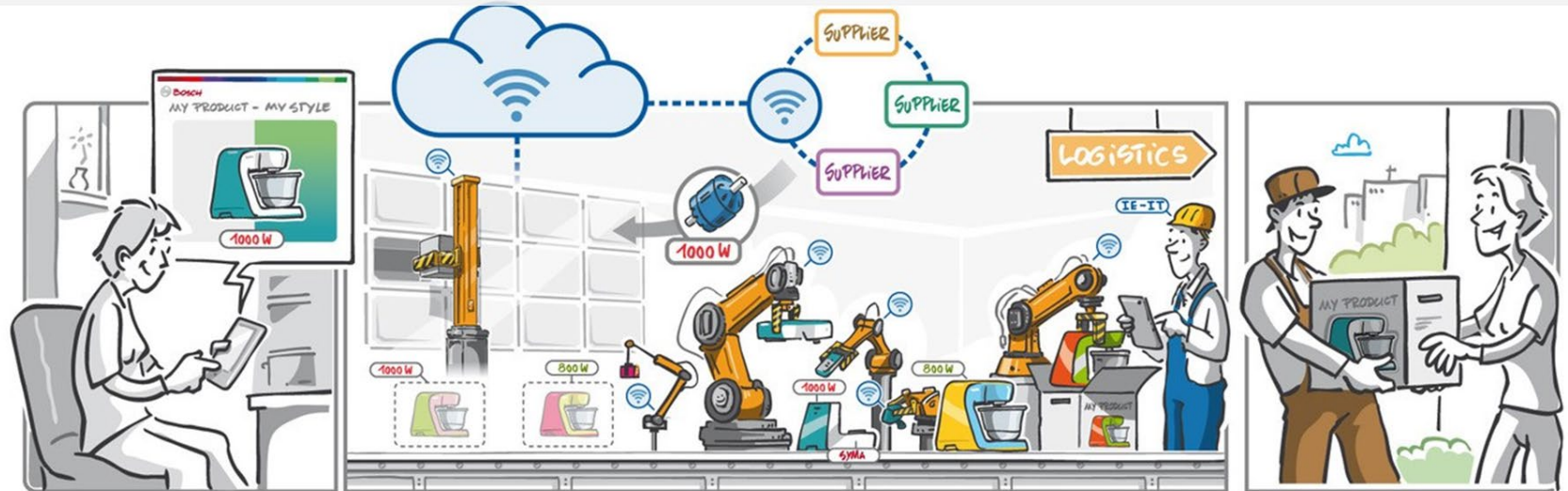
FAST & CONSUMER CENTRIC

Deliver continuous (perceived) innovations derived from permanent consumer feedback & digital data analyses and based on agile methods & values

PRODU

Create with system digit adapt

The PCP factory of the future survives only by Excellence:
EXCELLENCE = CUSTOMER BENEFIT - COSTS



market relevant delivery

Pillars

Best cost

Cost competitiveness - be on benchmark level in overall costs

Digitalization

Vertical and horizontal connected factory

Production on demand

Sustain flexibility from volumes, in portfolio & in supply chain

Mass customization

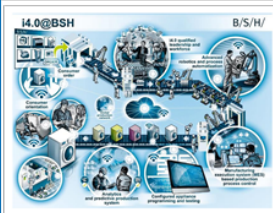
Individualized, customer specific products in mass production

Competence partner for R&D

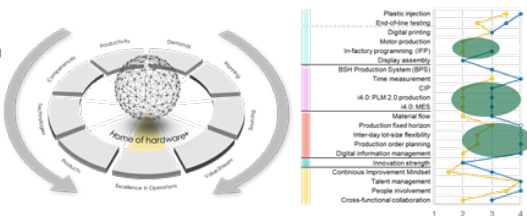
Focus on material & manufacturing processing

...translated into clear role & competence profile of each location with the network

Smart production automation and technology competence partner for high volume, sophisticated design SDA products & blowers offering the **next level efficient production**



Reliable & flexible (product, processes, people) competence partner, focused on smart, lean manufacturing of **high-tech, connected & premium SDA products** for driving PCP to Hardware+



PCP Factory Footprint



Next level production (i4.0)



Growth factory Europe



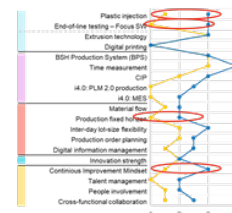
Home of Hardware+



Local-4-Local factory China

Best cost, fast & adaptive manufacturing execution & scaling partner for low complex SDA products & plastic components **for growth in Europe**

Most 4 us



Supply partner for SDA products meeting local consumer needs in China, focused on a culture of **continuous improvement, lean & low cost solutions**

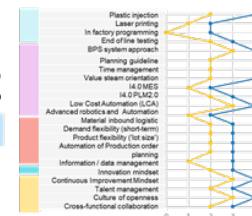


VALUE STREAM ORGANIZATION All FOUR ONE

ONE GOAL

ONE TEAM

ONE OFFICE



...and a distinguished HERO initiative as tangible North Star & external benchmark

Being **best** in Operations



AI

OP Digital@Operations

OP Agile@Operations

OP High Perf. Team



R&D



IC

Agile



BV

DE Excellence



FO

Lean Design

Cross category

Techn. /
Serv.: Electr.

Hardware+ @ PCP

Techn. /
Serv.: Shared Serv.

Shared Services*

Techn. /
Serv.: Techn. Innov.

Techn. Innovations*



Factories



FCPB

Excellence Factory i4.0



FCPN

Lean Manufacturing



FCPR

Maturity ↑: Q-Offensive



FCPNa

World Class Manufacturing

SMART-K®

GPO

FCPx Network Excellence

Best practice
sharing

3+3 Excellence

BPS

Process Excellence



QM

Quality First !

xyz = OP hero Initiative



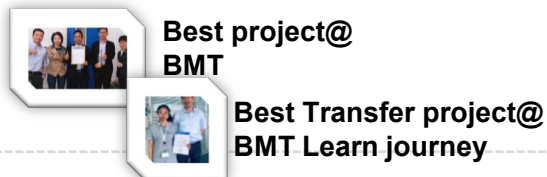
“Performance you can buy, PASSION you don’t get for free” - We are continuously challenging ourselves with the best to stay the best

2018

2019

2020

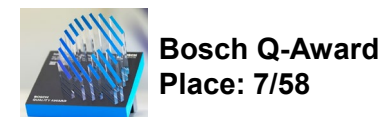
Scheduled participations



Benchmarking with RB



BES review of all locations



best practice exchange - learning journey Industry 4.0 with Bosch



one team, one mission:
#delightfulexperiences