

B/S/H/

Small Domestic Appliances at BSH

—
We are passionate about
creating delightful
experiences at home

2022-07
Michael Baumeister (PCP-OP)



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 (SDA)





FOOD

#home of homemade food experiences. Your way





BEVERAGE

We turn consumers into fans!



HOMECARE

True relief through highly convenient and fully hygienic cleaning in the most sustainable way



... 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+**



**BSH SDA
Hero
Products**

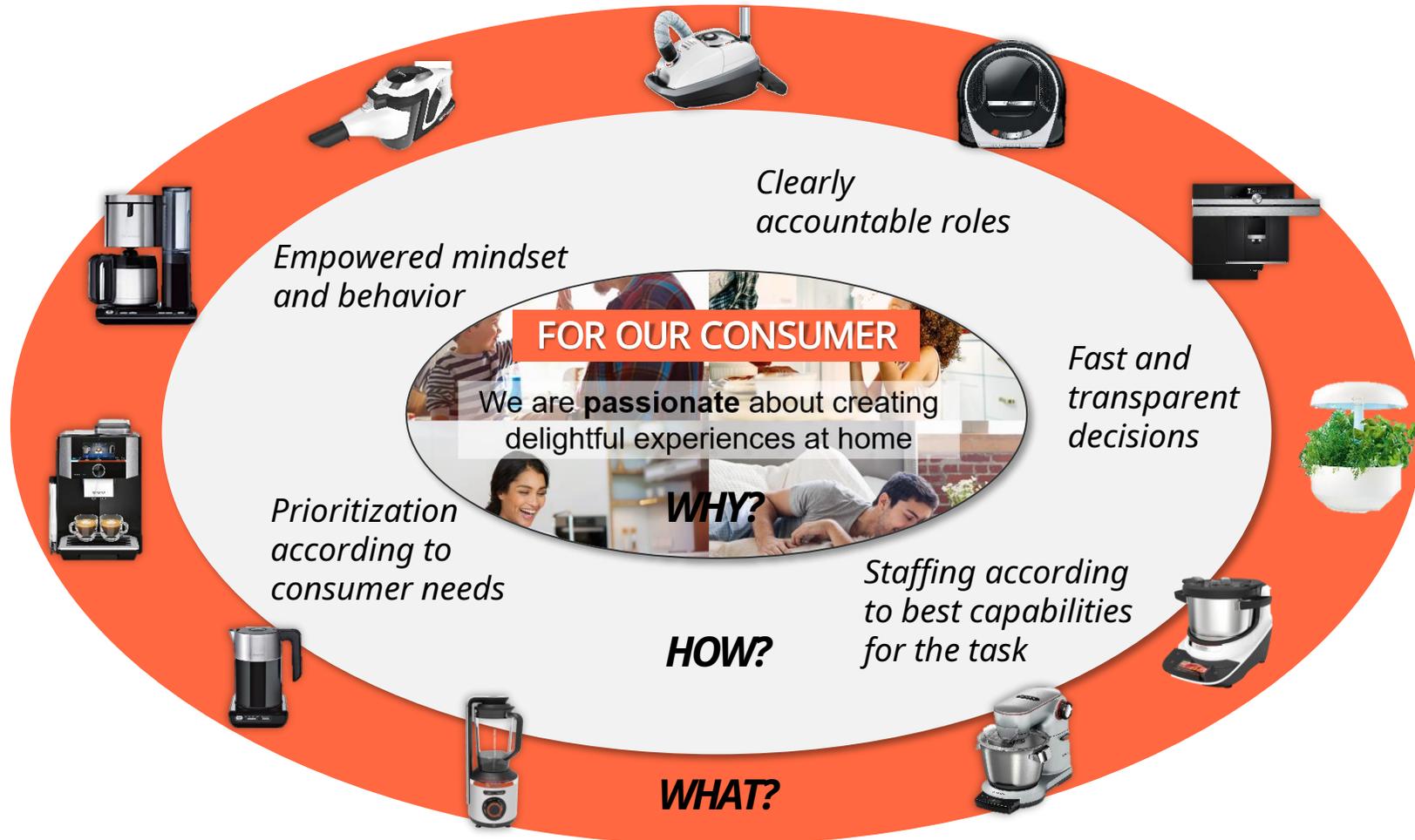


... that are **innovative** and offer perceived **USPs** to our consumers



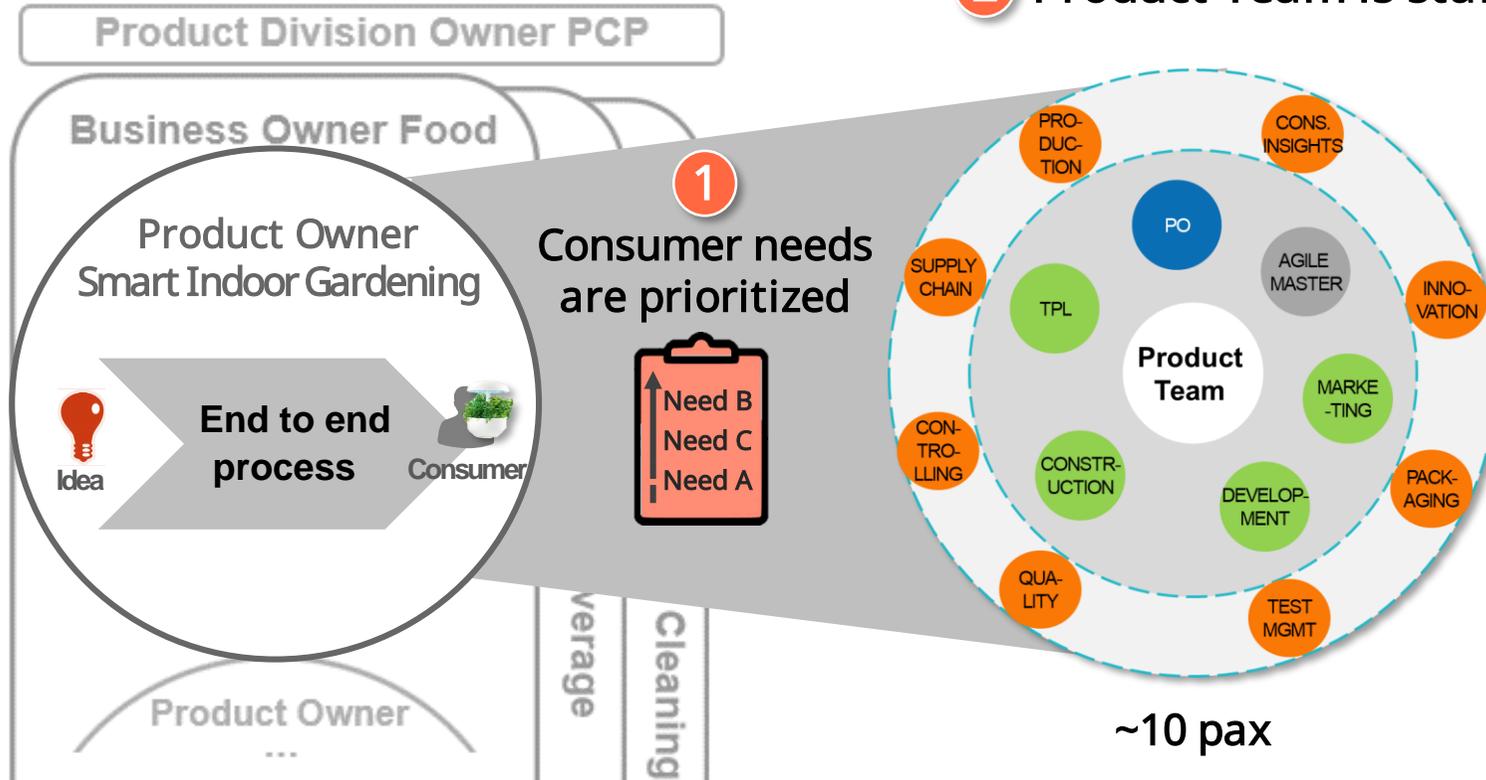
...to level up our **consumer centricity**

When driving the agile transformation, the REASON WHY is always at the front of all considerations: Consumer-centricity as main objective



Excellence Functions are a very essential element as they are providing their functional expertise to Product Teams; either on permanent or temporary basis

2 Product Team is staffed with Excellences



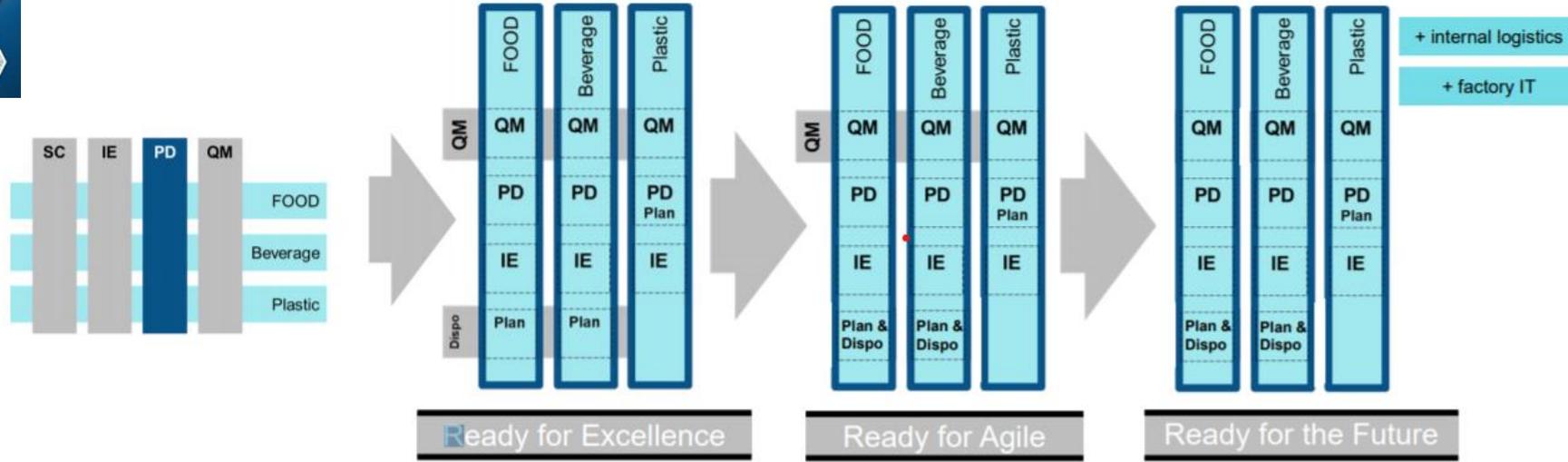
Excellence Category Core

- Permanent team
- Category-specific know-how
- Strong business perspective

Excellence Category

- Member for defined time
- Know-how tailored to category
- Functional perspective

A value stream in all plants as a logical extension for continuous E2E responsibility



FCPB



1 VS HC

2018 FCPN



3 VS: BV, FD, PL

2020 FCPNa



3 VS: BV, HC, PL

2021 FCPR



3 VS: BV, HC, PL

#ONETeam
ONEmission

Our OPERATION HEROES are the path to our OP vision



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

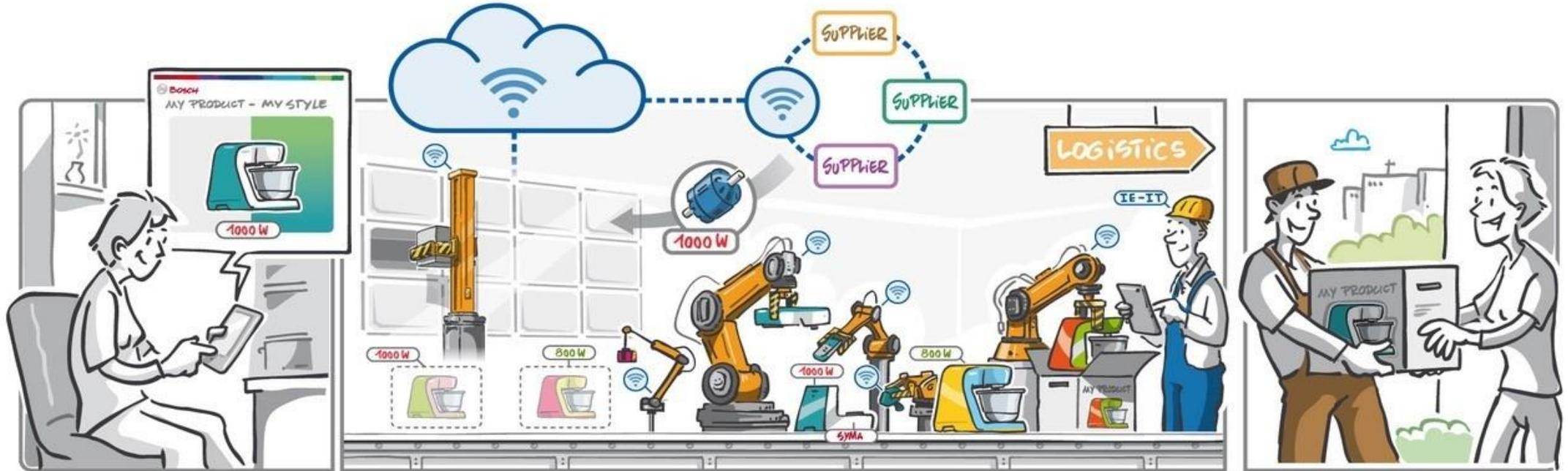
**OP
HERO**

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



The PCP factory of the future survives only by Excellence:

EXCELLENCE = CONSUMER BENEFIT - COSTS



LEAN - GREEN - DIGITAL - AGILE

PILLARS

Best cost

Cost competitiveness - be on benchmark level in overall costs

Digitalization

Vertical and horizontal connected factory along the supply chain using Big Data & AI

Production on demand

Sustain flexibility from volumes, in portfolio & in supply chain

Customization

Individualized, customer specific products on cost level of mass production

Sustainability

Increase energy efficiency, extension of on-site renewable energy

People centric

learning organization, cross functional & empowered way of working

Every location has a clear purpose and role within the network supported by a dedicated strategic program



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

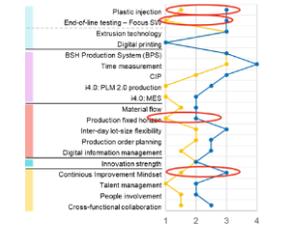
Bad Neustadt 2025

Competitive – Sustainable – Bad Neustadt

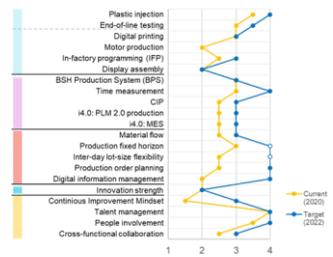
PCP Factory Footprint

- FCPB** (Germany): Next level production (i4.0)
- FCPR** (Poland): Growth factory Europe
- FCPNa** (China): Local-4-Local factory China
- FCPN** (Czech Republic): Home of Hardware+

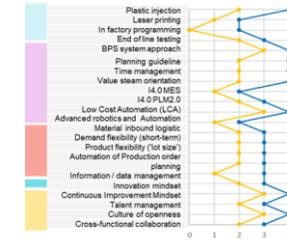
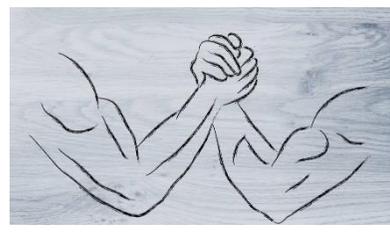
Best cost, fast & adaptive manufacturing execution & scaling partner for SDA products & plastic components for growth in Europe



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



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





LEAN OFFENSIVE



Derive

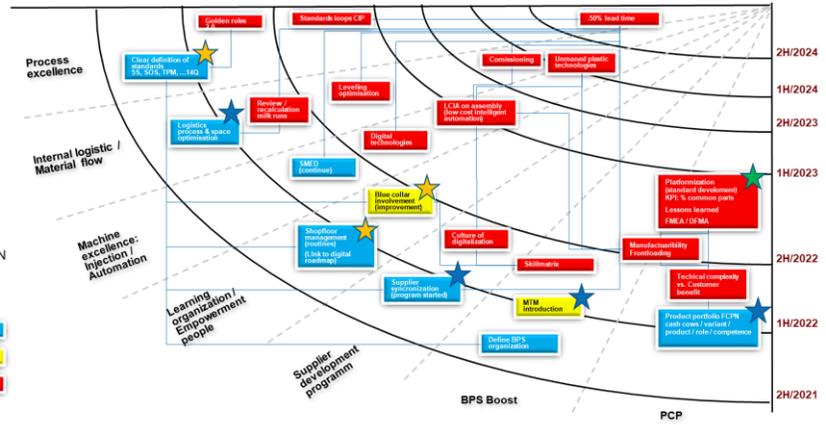
Become an Operations Hero
 "Ensure Competitive Offer by Operational Excellence"

High Performance Team
 "Collaborate as ONE Team and investing in people"

We turn our consumers into fans
 "Offer outstanding cons products, processes and"

Be a Sustainability role model
 "along the value chain"

Be a digital Frontrunner
 "Drive digitalization for processes, systems, products and consumers"



Prioritize

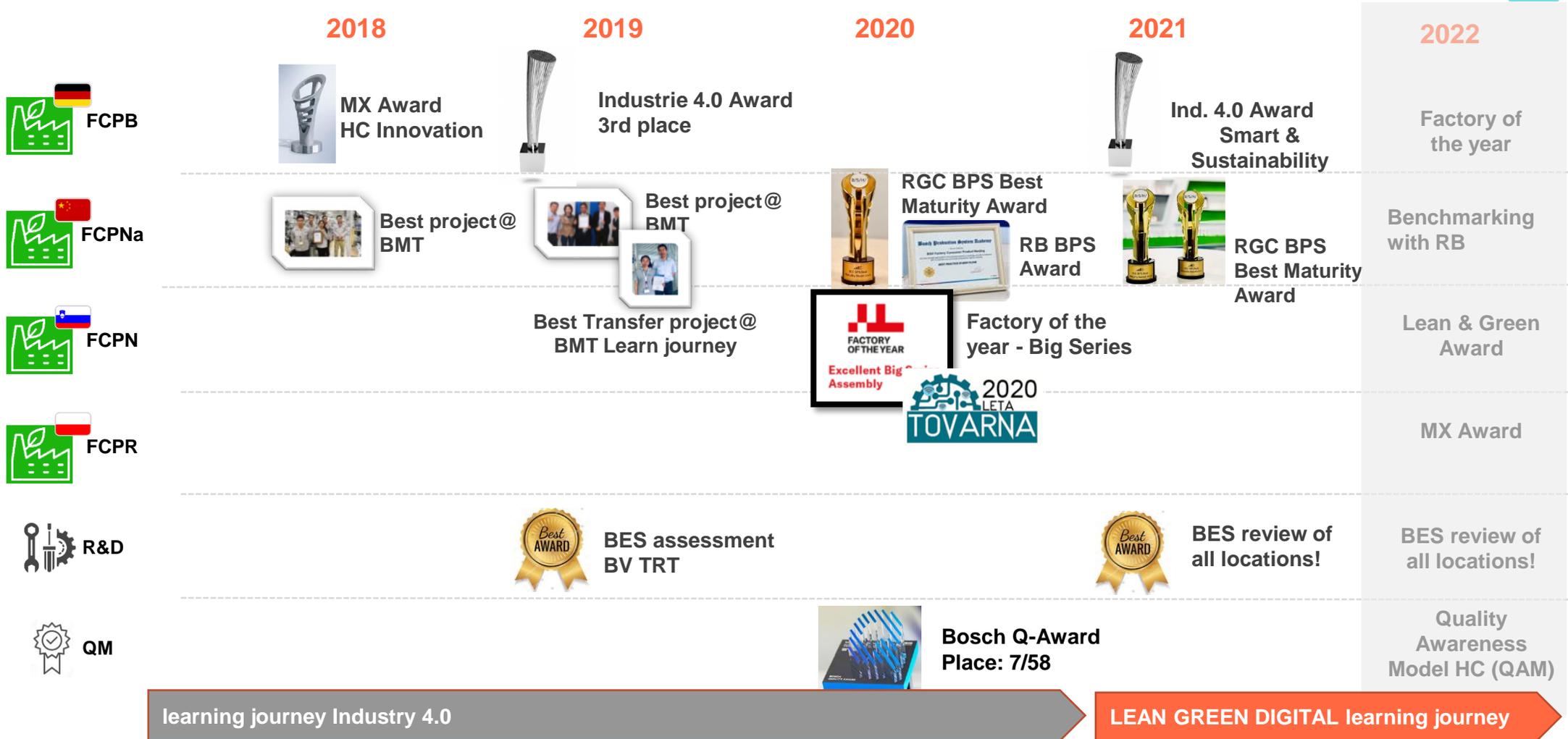
Substantiate

- Logistic network and execution**
– catch up
- Injection molding**
– increase efficiency & expand tech. Leadership
- BlueCollar Involvement**
- Lean Culture as base for success
- Digitalization**
- enabler for efficiency

Lean offensive Topic field	Top Focus points 2022	Comments (e. g. support needed)
1 Process	<ul style="list-style-type: none"> – Toolbox : e.g. System CIP, Point CIP, ... – 3 speedweeks per factory 	<ul style="list-style-type: none"> • Training System CIP/Point CIP Cycle/methodology • Concept for speedweeks (BSH/Bosch/PCP) + training and support based good practice of Lean Hero FCPNa
2 People	<ul style="list-style-type: none"> – Qualification Matrix/Skill Matrix – Concept Blue collar involvement – Happy team index, Perfect day 	<ul style="list-style-type: none"> • Definition of necessary qualifications (Soll/IST) • Changes of needed qualification regarding digitalization • Best practice sharing within PCP network
3 Machine / Digitalization	<ul style="list-style-type: none"> – Digitalization, I4.0 in production, AI – Autonomous Maintenance – Level of TPM 	<ul style="list-style-type: none"> • Standardized digital solutions in production, AI in assembly • No unplanned downtime, AI supporting predictive maintenance • Target derivation and training in TPM
4 Learning Organization	<ul style="list-style-type: none"> – Lean Offensive 2023ff all Fxxx – Concept Best Practise Sharing PCP – Problem solving culture 	

Clear target setting.
Next Steps - Action

We are continuously challenging ourselves with the best to stay the best



Our consumer confirm our ambition for delightful experiences at home

Test winner „Stiftung Warentest“ in all categories due to **continuous improvement** of:





Being **best** in **Operations**