

B/S/H/

Environmental and Corporate Responsibility
2008



About this report

BSH Bosch und Siemens Hausgeräte GmbH has issued a report for stakeholders detailing the progress made on realizing its sustainable development strategy every year since 1992. The present report – the 17th to be published – covers every single BSH site around the world. It discusses recent achievements and developments at the Group and presents the staff-related indicators for fiscal 2008. The final deadline for contributions to this report was March 31, 2009.



This report follows the latest Global Reporting Initiative guidelines (GRI G3). It also serves as BSH's progress report in relation to the UN Global Compact. A more detailed GRI balance sheet containing additional information not presented here may be found on the internet together with a concise breakdown of our progress in implementing the Global Compact principles at

www.bsh-group.com → What we stand for → Responsibility

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“BSH takes a long-term view. This is why we respond quickly to emerging issues and concerns and take our responsibilities as a corporate citizen so seriously. Climate change, energy efficiency and resource conservation seem likely to top the agenda for the foreseeable future. We are well prepared for this and will play a prominent role in developments in these areas.”

Dr. Kurt-Ludwig Gutberlet



“BSH has been working consistently for more than 20 years to improve its environmental performance and help to conserve resources. What this means in practice is that we always implement standards, management systems and new developments at all of our sites and make active use of innovative technologies and methods to improve the efficiency of our products on an ongoing basis. The value of the competitive edge this gives us is rising all the time.”

Prof. Werner Vogt

Dear Reader,

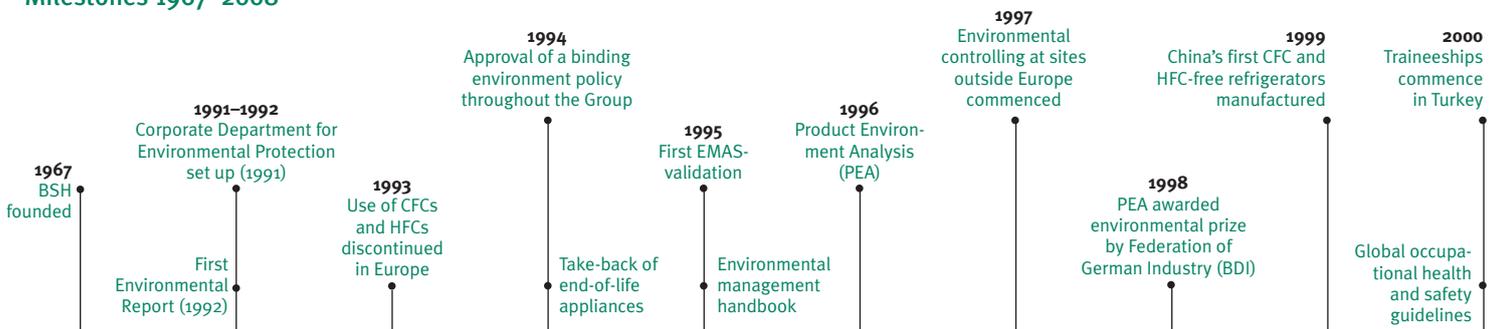
We aim to be the best in our sector – for innovation, for quality, for environmental protection and for social responsibility. The official recognition of BSH in December 2008 as Germany’s most sustainable company confirms that we are very much on the right track. The jury awarding this accolade was particularly impressed by our persistent implementation of measures for responsible and environmentally-aware operation around the world and throughout the value chain.

Motivated and committed employees prepared to work every day for the company’s long-term success are essential to this consistency and continuity. It is they who earned us the German Sustainability Award and we thank them for it. The presentation of this award should also serve as a reminder to all of us at BSH not to allow the prevailing difficult economic conditions to deflect us from our objectives and values.

Now more than ever we need consistently to exploit the opportunities available to us on the strength of our leading position in the area of energy-efficient appliances. We launched the new Group-wide Energy Excellence Initiative during the year under review for precisely this purpose: working through a network of multipliers in all of the countries in which we operate, we aim to turn our concern into a global commitment to combating climate change and to communicate the financial and environmental advantages of energy-efficient appliances emphatically to our customers.

Recently we have been asked on a number of occasions about our willingness to maintain our commitment to sustainability and our associated activities during the current economic crisis. Our response is simple: BSH views sustainability not as a luxury for the good times but rather – and this has been the case for many years – as an integral and essential component of our business. This applies to energy effi-

Milestones 1967–2008



ciency, environmental protection and occupational health and safety just as much as it does to training, leadership and cooperation with suppliers.

Our manufacturer's understanding of sustainability centers on a very broad-based notion of product responsibility and the tireless pursuit of better ways to use BSH's products, sales opportunities and expertise to achieve the objectives of sustainable development worldwide. Finding new or better answers means always searching for improvements in line with our values. This mindset keeps us innovative, safeguarding our prospects and ensuring we can look forward to a long and successful future.

Our company and brands did not acquire the trusted status they now enjoy by accident. We attach enormous value to the trust shown in us by our employees, customers, business partners, suppliers and public agencies and their view of us as a reliable and forward-looking partner. This report is consequently intended to keep all of those with an interest in BSH fully informed and to ensure, through the use of indicators, that our social and environmental performance can easily be assessed. The report follows the guidelines set out in the Global Reporting Initiative and also represents our progress report in relation to the Global Compact.

We hope you will find this report interesting and informative and would welcome any suggestions you might have after reading it.



"We are quite clear about what commercial sustainability means for BSH: we want to be the benchmark for the sector in innovation, in profitability and in our ability to shape the markets. Our guiding star on the road to benchmark status is value-based management. Value-based management needs the active support of every individual in the company in order to function effectively; fortunately it also brings real benefits for every individual."

Dr. Wolfgang Colberg



"Our brands instill confidence, our most important asset. Maintaining and enhancing this confidence is a priority for all of us throughout the value chain and especially in sales and customer service. Interest in energy efficiency has been growing steadily for some years all over the world and the topic has now become a key selling point for us alongside quality and innovation."

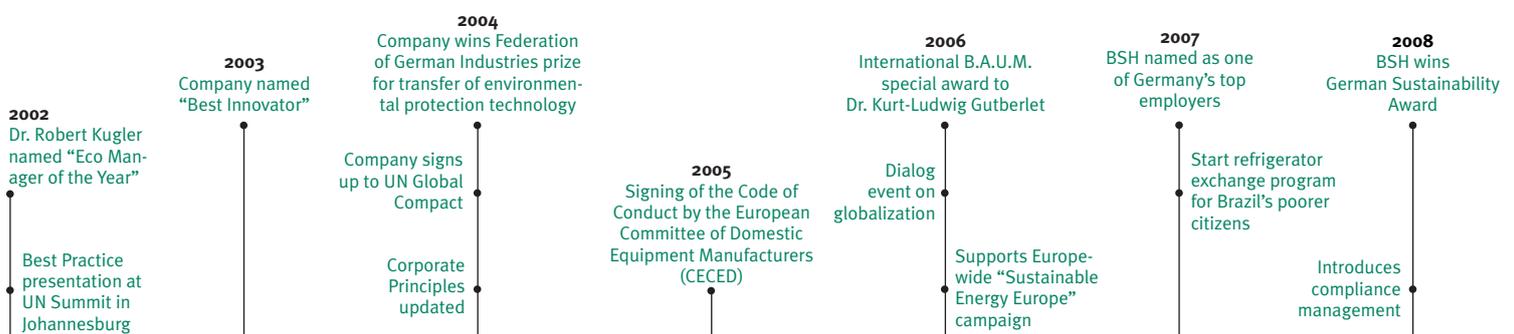
Jean Dufour

Dr. Kurt-Ludwig Gutberlet,
Chairman of the Board
of BSH

Dr. Wolfgang Colberg,
Finance, Corporate Development,
Labor Relation

Jean Dufour,
Sales, Brand Management,
Logistics

Prof. Werner Vogt,
Product Areas,
Environmental Protection



One of the world's leading home appliance manufacturers, BSH has striven for consistency and continuity ever since its foundation.



BSH Bosch und Siemens Hausgeräte GmbH was founded in 1967 as a joint venture between Robert Bosch GmbH, Stuttgart, and Siemens AG, Berlin/Munich. Today BSH ranks as the third-largest home appliance manufacturer in the world and number one in Europe. The Group's portfolio spans the entire spectrum of modern home appliances – from cookers, dishwashers, refrigerators and freezers to home laundry, floor care and small home appliances. As at 31 December 2008, BSH operated 43 factories in Europe, Asia and North and South America, as well as a worldwide network of sales and customer service companies in more than 40 countries. It currently employs in excess of 40,000 people at over 70 companies. More than 70 percent of this workforce is based in Europe.

Strong brands and innovative products

Its extensive brand portfolio allows BSH to tailor its offerings to the needs of an enormous range of different target groups around the world. While the Bosch brand exemplifies “discernible quality”, for example, Siemens appeals to customers with its “innovative design”. Special brands such as Neff and Gaggenau and regional brands in individual countries all have their own distinctive brand profile. BSH added a number of striking innovations to its line-up in 2008, among them our new, remarkably efficient dishwashers and refrigeration appliances, which debuted in August 2008 at the IFA international consumer electronics trade fair in Berlin. Our undisputed highlight of this event, which included the home appliances industry for the first time in 2008, was our new tumble dryer: thanks to an advanced heat pump developed by our engineers it uses 40 percent less electricity than the maximum consumption figure for inclusion in the top efficiency class A.

For more information about BSH and its brands, see BSH's 2008 Group Annual Report or visit its website at: www.bsh-group.com → The Company → Brands & Products

Main Brands



Special Brands



Regional Brands



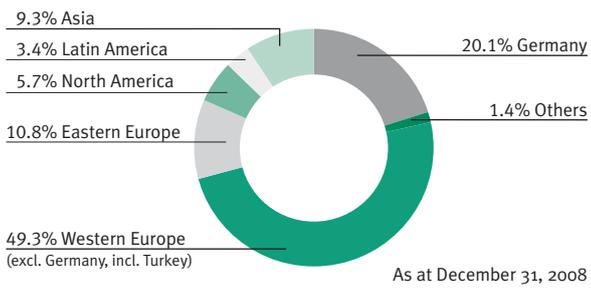
Our innovations and quality awareness caught the eye of various independent bodies once again in 2008: BSH appliances emerged as “best in test” or “best buy” in no fewer than 56 of the 95 different German and European product tests in which they featured. BSH also won Euronics International’s prestigious Supplier of the Year Award for the third time in a row in the summer of 2008, providing further evidence of our strong competitive edge in product quality, delivery reliability and customer service. All of these successes share the same essential foundation: our consistent policy of innovation. BSH submitted a total of almost 1,000 initial patent applications in various countries around the world in 2008. Some 800 are of relevance for Germany. This makes BSH one of the most innovative companies in its sector, and places it 13th in terms of the number of patent applications filed with the German Patent and Trade Mark Office.

A robust foundation for difficult times

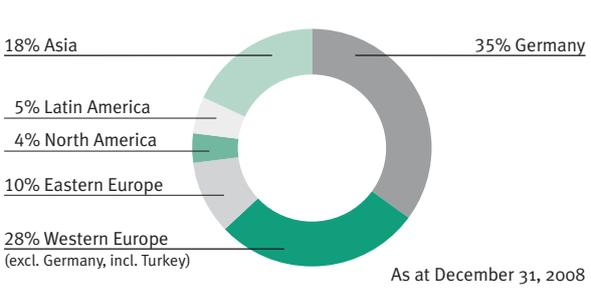
BSH has continued to expand its activities in Germany and around the world over recent years. We opened a new factory in Hortolândia, Brazil, in 2008 and increased our headcount by 1,300. The factory in St. Petersburg in Russia that was completed in 2007 will be extended in 2009. Overall we invested around 226 million euros in expanding our production facilities in 2008. BSH began to notice the effects of the global economic downturn toward the end of the year under review. Sales revenue was down 0.7 percent year on year at 8.758 billion euros in 2008 and our earnings before taxes amounted to 510 million euros. Thanks to our energy-efficient appliances and our equity ratio of some 39 percent, however, we are well prepared for the difficult economic times ahead. Even though they are slightly more expensive, our new energy-efficient appliances are selling very well, especially in Germany, as consumers respond to rising electricity prices.



Sales revenue by region, 2008



Employees by region, 2008



Our strategy has a clear objective: to be the best company in the sector and thus to secure lasting commercial success.

The strategy devised and followed at BSH was publically and convincingly vindicated in December 2008 when we won the first ever German Sustainability Award and with it the title of Germany's most sustainable company. Our strategy centers on three key action areas in which we aim to be a leader. The better we perform in these three key action areas, the more value we create not only for ourselves, but also for society.

Key action areas

In 2006 we defined three key action areas in which we would need to excel in order to make best use of the opportunities cast up by emerging environmental and social challenges. These action areas and our principal objective in each are presented below.

1. **Energy efficiency:** Set the standard in the sector with innovative product and manufacturing solutions that reduce resource consumption and help to combat climate change.
2. **Responsibility for our products:** Improve environmental and health protection continuously in dialog with politicians, retailers, consumers, suppliers and disposal specialists throughout the product lifecycle.
3. **Know-how transfer:** Offer people throughout the world the best possible living and working conditions by passing on standards and experience in development, product design, training and continuing education obtained within the world of BSH.

Importance for a successful future

Consistent pursuit of these strategic objectives is now more important than ever for the success of our company. The market for greener appliances is growing in the face of rising energy prices and the threat of climate change and our highly energy-efficient models are ideally poised to take advantage. The responsibility we take for our products throughout the value chain, moreover, not only ensures their high quality, but also safeguards our global reputation as a brand manufacturer. The same applies to know-how transfer: we have been aware since we began opening our first production facilities outside Germany in the 1980s that expanding worldwide with innovative products would entail consistently transferring our proven standards to each new site.

Ground rules

Some of our measures might still have seemed rather unconventional 20 years ago, but today they are quite essential. The ground rules for business have changed over the last two decades and conditions are now much tougher in all kinds of ways: we face a shortage of qualified junior staff in Germany and Europe, for example, new legislation governing recycling and product design and global guidelines under which



Our Principles

- Our customers can trust us.
- We are pioneering innovators in our sector.
- Our people are the foundation of our success.
- We enhance the value of our company.
- We bear responsibility for environment and the society.

BSH's Corporate Principles, environmental policy, occupational health and safety guidelines and Business Conduct Guidelines may be found at www.bsh-group.com
 → The Company

we have to verify that operations are being conducted responsibly not just within the company but in the supply chain as well.

Our firm belief in the value of a proactive approach has seen us take the lead and set an example on many occasions including the phasing out of CFCs, energy-efficient product design and product take-back and recycling. This pioneering spirit has often brought us very tangible benefits too, for example in the form of head starts on new technologies and of experience that we have been able to contribute in the development of regulatory frameworks such as the program to introduce an energy label in China and the design of pan-European take-back systems.

Our principles and values

How a company discharges its duty of responsibility to the environment and society depends on its values, its senior management and the suitability of the structures it has in place. The Board of Management of BSH, which incorporated environmental protection into its corporate principles all the way back in 1989, has a definitive commitment to running a responsible business. Nowhere is this commitment more evident than in the stable structures – our Corporate Principles, our environmental policy, our occupational health and safety guidelines and our Business Conduct Guidelines – put in place over the years to ensure our long-term success. We signed up to the principles of the **UN Global Compact** in 2004, moreover, played a leading role in drawing up a code of conduct based on the Global Compact for the European Committee of Domestic Equipment Manufacturers (**CECED**) in 2005 and then drafted our own Business Conduct Guidelines on this basis and implemented them throughout the Group in 2006.

Tracking our sustainability performance

We rely on clear structures and well-defined workflows to help us achieve our challenging objectives. This applies to all areas, from quality, research and development and environmental protection to safety at work and human resource management. Our product environmental analysis (PEA) introduced in 1996 makes resource conservation and energy efficiency targets a mandatory element of every development project. All BSH sites for which environmental impact is a potential issue are certified under both **ISO 9001** (quality) and **ISO 14001** (environmental management) and have been recording their environmental performance in the form of indicators for many years (see page 34). BSH's occupational health and safety management regulations have been in strict compliance with the **OHSAS 18001** international standard since the beginning of 2009.

The production system introduced in 2006 lays down global standards expressly designed to harmonize workflows worldwide. It includes regular in-house inspections and covers the entire value chain from the purchasing of raw materials and components to storage and transport logistics and from manufacturing and assembly to delivery and after-sales service. Standardized workflows help us not only to eliminate product and manufacturing risks, but also to speed up our processes – a significant competitive factor given today's ever shorter innovation cycles.



Our engineers put the Group's principles into practice to great effect when developing the new BSH dishwashers. They have already been honored for their pioneering use of the mineral zeolite in home appliances, which enabled them to develop an innovative drying technology that cuts drying times by half and consequently reduces energy consumption substantially.

UN Global Compact

→ www.unglobalcompact.org

CECED (European Committee of Domestic Equipment Manufacturers)

→ www.ceced.org

ISO (International Organization for Standardization)

→ www.iso.org

OHSAS (Occupational Health and Safety Assessment Series)

→ www.bsigroup.com



The production system aims to enhance process transparency throughout the value chain in pursuit of continuous improvement in quality and efficiency. All BSH factories have made a start on introducing the system.

Stiftung Warentest
www.test.de

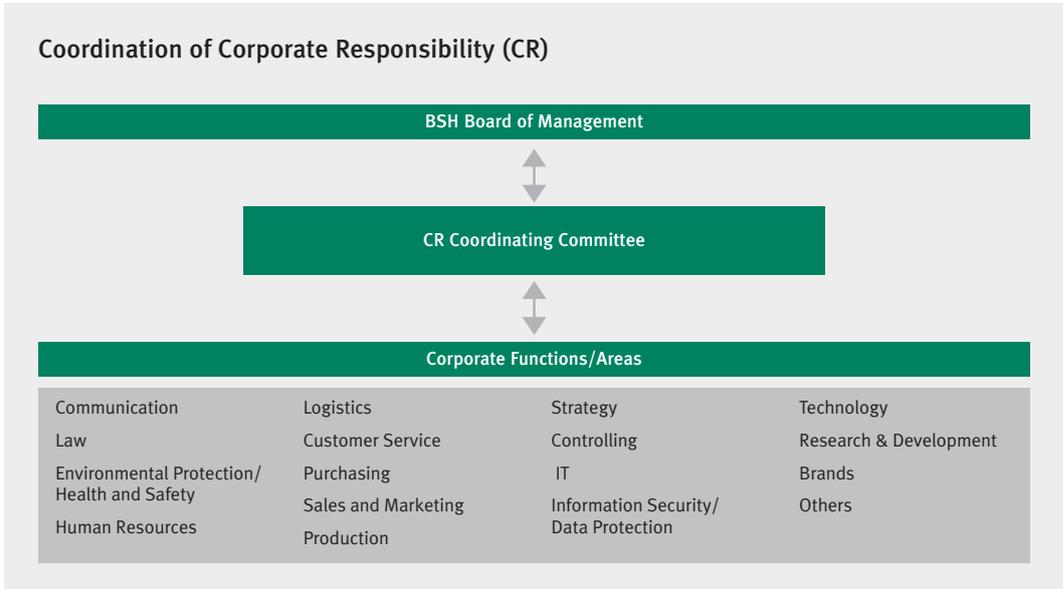
Entrepreneurial responsibility – an interdisciplinary task

Ultimate responsibility for BSH’s performance in respect of the environment, its employees and society as a whole rests with the Board of Management, which is assisted by a Coordinating Committee for Corporate Responsibility established in 2005. The committee, which meets regularly to share information and coordinate activities, also evaluates new requirements in the sphere of corporate responsibility and sustainability and compiles the materials and resources the Board of Management requires to make relevant decisions.

Challenges and stakeholder dialog

We anticipate that increasing restrictions on energy consumption and greenhouse gas emissions and further increases in commodity prices will have a major impact on our business and markets in the future. We are going to face higher expectations from our stakeholders too, chiefly our customers, staff and future employees, and the need to ensure these are met will also help to guide our future development. We cultivate and maintain close contacts with politicians, consumer and environmental protection organizations, the academic world and customers, public agencies and our neighbors on the ground – through direct talks, open days at our sites, trade fairs and our membership of sector associations and the German Global Compact Network – in order to identify emerging trends and matters of concern at an early stage and integrate them into the way we conduct our business.

We received and responded to numerous enquiries from associations and consumer organizations once again during the year under review, some of which alerted us to new requirements in certain parts of society. We also provided open and detailed information when German comparative product testing foundation **Stiftung Warentest** conducted its first CSR test for washing machines last year. The foundation’s auditors visited the BSH sites at Cerkezköy, Turkey, La Cartuja, Spain, and Łódź, Poland, as well as our headquarters in Munich in order to investigate our sustainability strategy, manufacturing conditions and CSR activities. BSH achieved the highest score of the eight companies compared and earned a rating of “Highly committed”.



BSH first winner of the German Sustainability Award



The first ever German Sustainability Award was presented on December 5, 2008. The winner – and officially Germany’s most sustainable company – was BSH. “This accolade is a wonderful endorsement of the way our corporate strategy integrates commercial, environmental and social sustainability,” remarked BSH CEO Dr. Kurt-Ludwig Gutberlet, who received the award from Günter Verheugen, Vice-President of the European Commission.

Demanding selection procedure

The award really does represent a strong endorsement of our challenging sustainability concept and effective processes. The selection procedure subjected all of the competing companies to intense scrutiny over a series of qualifying rounds to ascertain their performance against a host of different criteria. Having emerged victorious from this process, BSH has the added comfort of knowing that it has successfully completed a comprehensive and decidedly rigorous sustainability audit. The assessment panel measured and evaluated performance in the areas of commercial achievements, the environment and social involvement along the entire value chain from development, purchasing, manufacturing and logistics to marketing, sales and disposal. Sustainability strategies and the use of performance indicators for systematic management of all relevant processes were singled out for special attention.

Jury thoroughly impressed

The final decision fell to a jury composed of experts including Dr. Volker Hauff, Chairman of the German Council for Sustainable Development (RNE), Prof. Dr. Hans Joachim Schellnhuber, Director of the Potsdam Institute for Climate Impact Research (PIK), and Prof. Dr. Klaus Töpfer, former Executive Director of the United Nations Environment Programme (UNEP). One of the key factors behind their choice was the way the case of BSH illustrated that, “Sustainability can be used to make a profit, and not just in a few niche markets,” explained Dr. Hauff. Our consistent sustainability management and extensive publicity measures in relation to sustainability left the jury in no doubt as to either the long-term nature of our business model or the genuineness of our commitment, moving it to conclude: “BSH works particularly hard to advance the idea of a sustainable society for the future.”



Dr. Volker Hauff, member of the jury and Chairman of the German Council for Sustainable Development (RNE)

» Home appliance manufacturers operate in a market still laboring under the misapprehension that price is everything. This makes the achievements of BSH Bosch und Siemens Hausgeräte GmbH, which satisfies the sustainability criteria throughout the value chain, in all corporate functions and via projects in the third world, all the more remarkable.«

Society is now more reliant than ever on companies committing to make their operations and development sustainable.



Former UN Secretary General Kofi Annan with Dr. Kurt-Ludwig Gutberlet. BSH has been a member of the Global Compact set up by Kofi Annan to improve working and living conditions around the world since 2004.

An obsessive focus on short-term profit, as the present global financial crisis has so forcefully underlined, is no recipe for lasting business success. Recent developments have thrust values like integrity and long-term thinking – central elements of sustainable development as the concept was first described by the Brundtland Commission in 1987 – back to the fore.

Principles, values and the law

BSH has always placed values, integrity and respect for the law at the heart of its corporate culture. In a global economy, however, that alone does not guarantee anything, especially as we operate in many countries with different cultures and legal systems. We consequently formalized the values that govern our interactions with

each other and with our business partners in 2006 in a code of conduct to which all employees worldwide are bound.

We introduced a compliance management organization at the beginning of 2008 to help facilitate the consistent implementation of this code – our Business Conduct Guidelines – across the Group's various departments and sites. This organization comprises the Corporate Compliance Committee, the Office of the Compliance Committee, regional Compliance Officers and an independent ombudsman to whom any employee of BSH – and even any third party for that matter – can turn, anonymously if necessary, to report infringements. The BSH Compliance organization investigated eleven cases in fiscal 2008, three of which stemmed from information passed to the ombudsman. In five cases it was found that there had been no material breach of the guidelines. The remaining cases involved nothing more serious than straightforward breaches of internal provisions and the associated misdemeanors were followed up and punished accordingly.

Training: Business Conduct Guidelines and anti-corruption

Dr. Kurt-Ludwig Gutberlet, Chairman of the Board of BSH, recorded a video message in mid-2008 as part of the drive to make sure all employees understand and remember the importance of values and compliance. The video has subsequently been made available on the BSH intranet and forms a part of the Group's internet-based compliance training. We began providing comprehensive internet-based compliance training programs in several languages in 2008. More than 7,300 BSH employees had successfully completed the programs by the end of the year. Our training has something to offer for all employees and is mandatory for some, principally managers and employees who are in contact with customers and suppliers. The 36 BSH Regional Compliance Officers (RCO) came together for the first Global RCO Meeting in summer 2008 in order to share and evaluate their experiences so far.

Managing the supply chain

We expect our supply chain too to demonstrate integrity and respect for the law. We purchase more than 4 billion euros worth of commodities and materials every year, around 40 percent of this from what are commonly referred to as low-cost countries, so we have considerable scope here to raise standards. And we certainly make use of it: Our code of conduct for suppliers, which we have based on the UN Global Compact and the conventions of the ILO, has been included in supply contracts since 2007. The code requires all suppliers to act in accordance with BSH's own principles, so they have to respect human rights, for example, avoid child labor, maintain good working conditions, encourage environmental protection and prevent corruption.

ILO (International Labour Organization)
 → www.ilo.org

Both our A and B suppliers of direct material, which together account for 90 percent of our purchasing volume, had signed a corresponding undertaking by the end of 2008. We only accept new suppliers if they are prepared to recognize the code of conduct and we carry out a basic audit that includes social and environmental aspects in every case. Environmental protection has been an important factor in our supply relationships for many years. We expect our A and B suppliers to have an environmental management system in place, indeed this is a key selection criterion.

Responsibility for the regions

BSH counts as a major employer and customer in most aspects of its operation and consequently has an appreciable impact on the local area at all of its sites. This gives us a special responsibility for the regions in which we are active. We seek to live up to this responsibility not merely by paying the applicable taxes and duties in accordance with the value actually added at each site, but also by improving infrastructures and extending financial support to local charitable organizations. Each of our 29 purchasing sites around the world relies in principle on locally-based suppliers, a policy that has the added benefits of avoiding currency risks and customs duties and keeping transport distances to a minimum. In new markets and emerging countries, we encourage suppliers to establish a base on our sites and assist them – in the interests of our own quality standards – with undertakings such as the introduction of environmental management systems.

The most effective way for us to help maintain a high level of quality in production and contribute to sustainable development is to provide proper training. We transferred our twin-track education and training system, which had already demonstrated its value in Germany, to our Chinese sites in 1997 and worked with the German and Chinese

BSH works hard to live up to its responsibilities to the surrounding region at all of its sites worldwide. Prominent measures include providing proper training, helping local suppliers to set up on Group sites and ensuring fair working conditions.





The second generation of the Protos plant oil stove, series production of which is scheduled to begin in mid-2009, will be even easier to use and will consume even less energy.

ZVEI (Zentralverband
Elektrotechnik- und
Elektronikindustrie e.V.)
→ www.zvei.org

VDE (Verband der
Elektrotechnik, Elek-
tronik, Informations-
technik e.V.)
→ www.vde.com

authorities to draw up curriculums so that trainees completing our courses in China would end up with equivalent qualifications to those in Germany. The successful model was extended to our sites in Turkey in 2000 and linked to an extremely popular program of junior staff training offered to our local suppliers.

Combating climate change

The most significant contribution a manufacturing company can make in support of sustainable development is to ensure all of its products are consistently designed to minimize their environmental impact and conserve resources. BSH typically has no time for half-measures: when the need to phase out CFCs became apparent, we went the whole hog and voluntarily introduced a process that also managed without climate-damaging HFCs even though climate change was not a matter of general concern at the time and the conversion was expensive.

Today BSH is just as consistent in its commitment to energy efficiency. Given the changes taking place in our climate it is vital that we work to replace old and inefficient appliances as quickly as possible. Replacing the approximately 188 million old appliances still in use in homes across Europe with highly efficient modern models would cut annual CO₂ emissions by around 22 million metric tons – equivalent to the emissions of five average coal-fired power stations. BSH CEO Dr. Kurt-Ludwig Gutberlet is consequently arguing for corresponding incentive programs with the European Commission and the German federal government in his capacity as President of the European Committee of Domestic Equipment Manufacturers and through the energy efficiency initiative launched by ZVEI, the German Electrical and Electronic Manufacturers' Association.

Committed to sustainable development

Inspired by the principle that companies can best contribute to sustainable development by finding ways to apply their own particular expertise and opportunities to the matter, BSH has refined the concept of the plant oil stove to the point where it is now ready for market. The Protos plant oil stove is designed specifically for areas in developing countries where wood is still the main fuel used in food preparation. Switching to the plant oil stove instead will enable users to avoid exposure to harmful combustion gases and help to reduce deforestation. The project also entails a local production and marketing concept that will create jobs in the extraction and processing of oil from indigenous plants, in the manufacturing of the stove and in sales. The Protos is currently being introduced in the Philippines and large-scale production of the second generation is scheduled to begin in Indonesia in mid-2009.

Demand for user-friendly appliances that make life easier for elderly persons and people with disabilities continues to grow, especially in Europe. The Design for All concept adopted by BSH to make sure its appliances meet the needs of users with special requirements has already led to numerous design awards for the Group. BSH Board member Prof. Werner Vogt spent some time during the year under review working on a policy document on this issue for the German Association for Electrical, Electronic and Information Technologies (VDE).

New refrigerators for the favelas of Brazil



A refrigerator replacement scheme initiated by BSH illustrates how it is possible to fight climate change and help the poor at the same time. We are working in the favelas, the poorest quarters of Brazil's cities, to replace old energy guzzlers with the latest energy-efficient appliances.

A true win-win project

The project, which was launched in 2007 and enjoys the support of the Brazilian government, has so far seen more than 80,000 obsolete refrigerators replaced – and cut CO₂ emissions by around 20,000 metric tons along the way. The cornerstone of this win-win project is a law that requires Brazilian power utilities to invest half of a percent of their revenue in energy-saving measures and specifies that half of the total investment made must benefit the favelas. The country's energy providers consequently welcomed BSH's proposed appliance replacement initiative with open arms. They were particularly impressed by the comprehensive nature of BSH's offer, which included everything from logistics to the disposal of the old appliances replaced. And since free new appliances are only available to people who pay their – now modest – electricity bill, the project also pays off for the power utilities, which are used to seeing around 18 percent of the domestic electricity supply siphoned off through illegal connections. Development organizations on the ground in Brazil have been engaged to make sure that the new appliances only find their way to genuinely needy families.

Recognition from the United Nations (UN)

The UN formally recognized the refrigerator replacement scheme as a Clean Development Mechanism at the beginning of 2009. The Kyoto Protocol defines Clean Development Mechanisms (CDM) as projects that help to reduce emissions in emerging and developing countries and are consequently eligible for emissions certificates. Depending on the price of a unit of CO₂ on the emissions exchange, this can result in a return of up to 50 euros per refrigerator, which is enough to cover the cost of disposing of the old appliance and a discount on the price of the new appliances. BSH received assistance with the complicated application process for formal recognition from German state international development agency GTZ. Volkmar Hasse, an expert on climate-related issues at GTZ, was impressed by the scheme: "Ultimately the global climate benefits both through the reduction in indirect CO₂ emissions and through the recovery of potentially harmful refrigerants from obsolete appliances."



Volkmar Hasse,
Programme Manager at GTZ-
Proklima International

» This model project is ahead of its time. Events are moving fast, however, and all possibilities need to be followed up carefully to make sure we identify every opportunity and do not miss our chance. Other countries have similar problems organizing the orderly collection of old appliances and offer similar potential for improving energy efficiency. We will need to look into which activities can be transferred.«

Employees can trust us to offer the best working conditions worldwide coupled with attractive development opportunities for junior staff.

BSH received the maximum score in the remuneration and work-life balance categories in the 2009 employer rankings published by German employment magazine “Karriere” and placed 12th out of 105 overall, confirming our reputation as a leading employer. This helps us, especially in Germany, to recruit qualified junior staff.

Employee satisfaction

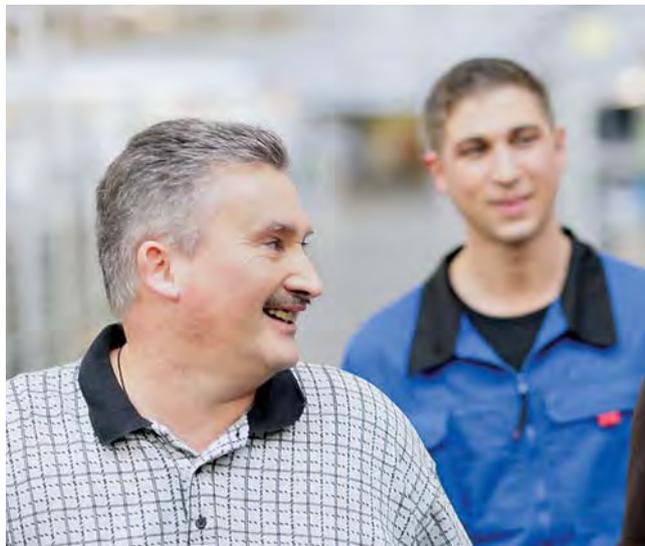
BSH conducted its first ever Germany-wide employee survey in 2007. Remarkably the results showed that what employees valued most of all about their company was its commitment to the environment and social issues. It was also clear from the responses that our employees would like to see more done in this area, which led BSH to initiate a series of related measures including feedback for managers and team development workshops. The employee survey is now being extended country-by-country to other parts of the world. Surveys conducted in Poland and Turkey in 2008 achieved highly satisfactory response rates of 78 percent and 81 percent respectively. The attractiveness of BSH as an employer is underlined by our staff turnover rate, which fell in Germany from 4.7 percent in 2007 to just 3.3 percent in 2008.

Appreciation for training and continuing personal development

BSH attaches great importance to providing excellent training for junior staff all over the world and has for many years made a point of training more people in Germany than it needs for its own business. Having a sizable pool of trainees available also enables us to select only the best for a career at BSH. We offer attractive career paths in many fields including, not surprisingly, technical disciplines. Recently we developed a career path for project managers to help us highlight the attractive development opportunities on offer in this discipline. The program has now been successfully introduced in the Product Area Laundry via the PROFI pilot project. The innovative BSH Junior-Firma was established at the Group’s main administrative premises in Munich at the beginning of 2007 to add an extra element to BSH’s business administration training. This proven concept gives trainees and vocational and technical college students the chance to gain a first taste of making business decisions on their own initiative at BSH.

Consistent human resource development

We nurture the most promising of our junior staff around the world through our Junior Executive Pool (JEP) and International Executive Pool (IEP). There were 525 junior staff in the JEP in 2008, half of whom came from BSH companies outside Germany. Junior staff earmarked for future international management functions are assigned to the IEP, where the proportion of female recruits reached 17 percent in 2008.



BSH is committed to advancing junior staff and highlighting attractive professions and career paths, especially for women of all ages.



BSH has devised a model that emphasizes the skills of particular importance for the success of the Group in order to promote the development of all employees in line with its strategy and objectives. We have appointed and intensively trained a multiplier at every site worldwide to ensure that this new skills model is implemented in local training courses and events.

The BSH Academy and our internet-based learning platform offer a wide range of continuing professional development opportunities in German and English for specialist and management staff. Special training on compliance matters is also available in Spanish, Chinese and Turkish. An individual program is offered to top management: The Senior Executive Program launched in 2007, for example, was successfully implemented for selected members of the senior management group during the year under review.

A competitive edge through diversity

BSH is already accustomed to capitalizing on the advantages to be gained from cultural diversity in development projects and assembling teams expressly in order to achieve a fertile blend of different backgrounds and perspectives. One obvious example is the 1998 development of the Eurowasher, which remained on sale throughout Europe until 2007. Diversity is now firmly enshrined as a central pillar of BSH's corporate HR principles and efforts to promote the sharing of expertise within the BSH family have been substantially reinforced with the explicit support of the Board of Management. The BSH Academy offers a special training program for multicultural teams to help members make a successful start on collaboration in the group.

Currently the Group has 216 German employees working abroad (expats) and 65 employees of various nationalities working in BSH companies outside their home country (inbounds and cross-countries). Our Business Conduct Guidelines place the emphasis on mutual respect, honesty and integrity as the foundation for cooperation within BSH. This means that we respect the personal dignity, privacy and personality rights of every individual, working with employees and business partners of different nationalities, ethnicities, colors, cultures, faiths and ideologies, and tolerating no discrimination of any kind.





The Ergo-Check was initially trialed at the Traunreut site. Following the success of the pilot it is now being introduced at other BSH factories.

Equality of opportunity a guiding principle

BSH considers it self-evident that men and women should be offered exactly the same opportunities and we take care to ensure that in every country all employees, male and female alike, receive the same pay for the same work. We offer attractive career paths for women. We regularly take part in Germany's nationwide "Girls' Day" event as part of our effort to convince young women of the appeal of training with BSH. 18 percent of our trainees are women. We offer good opportunities to combine family and career at most of our sites with mechanisms such as flexible working time, part-time models and parental leave, all of which are increasingly important to both female and male applicants in our intensive graduate recruitment efforts.

"We are shaping our future"

BSH needs to be ready to cope with the effects of demographic change. The sites in Germany and the rest of Europe will be most strongly affected and it is primarily these we need to prepare for the challenges ahead. A working group created especially for this purpose is investigating the options available in three very broad areas: health and workplace design; training and knowledge transfer; and communication about individual and company pension provision. More than 20 concrete measures ranging from the Ergo-Check scheme, which is designed to ensure ergonomic workplace design, to the integrated BSH-wide health management system, have already been devised.

Respect for employee rights

The globally applicable Business Conduct Guidelines provide the foundation for cooperation between all BSH employees. BSH's European Committee, which brings the employee representatives from the Group's European sites together once a year to share views on structural decisions and employee-related issues across countries and discuss them with the BSH Board of Management, was established in 1996. BSH engages contract workers only from companies which employ their workers according to the applicable collective bargaining pay scale.

Raising awareness of our responsibilities

We added a new category to our internal BSH Best Practice Award in 2007: commitment to employee matters, the environment and corporate social responsibility. This special award presented every three years honors employee projects from anywhere within BSH that visibly put our sense of environmental and social responsibility into practice and boost BSH's good reputation around the world in the process. The first Special Award, which was presented in 2008, attracted nominations from 13 different sites and was won by the environment team from BSH Brazil in Hortolândia and its ambitious concept for sustainability management.

Our global leadership principles



Dependable management leads directly to motivated employees. Common principles help to make sure this approach is put into practice worldwide.

Practical assistance with day-to-day tasks

The BSH leadership principles, developed in a series of stages, are intended as an expression and reinforcement of the culture of BSH. BSH recognized that such concepts can seem remote and irrelevant, so great care was taken to ensure that the leadership principles would be of real, practical use.

Publicity program in support of implementation

The BSH leadership principles have been published in German and English and are already shaping interactions with employees at all BSH sites. Management is being supported through the introduction process by a global publicity program that includes intensive workshops in which managers and their colleagues discuss how they implement the principles in everyday practice. Malgorzata Jardzioch, Head of the Łódź dryer factory, which hosted a training event in December 2008, knows exactly what the leadership principles mean to her: “I do my best to be a role model and to ensure that I keep both myself and our employees properly motivated.” The leadership principles will in future become a core element of the training provided to all BSH managers.

BSH Leadership Principles

1. BSH acknowledges its social responsibility and strictly adheres to the law.
2. Our leaders define clear and challenging goals for their staff that are based on the strategies and objectives of the company.
3. Our leaders are responsible for the selection of the most suitable employees, for their retention, and for their development.
4. Our leaders live a culture shaped by esteem and respect. They actively and regularly engage in dialog with their employees and pass on all required information on time.
5. Only those who can lead themselves can lead others.



Malgorzata Jardzioch,
Head of the Łódź dryer factory in
Poland

» One of the great challenges of being a manager is learning how best to approach different individuals and how to communicate effectively especially using foreign languages like English and German in order to avoid misunderstandings. The leadership principles help with communication by providing structured rules and clear and consistent statements.«

The Environment confers on us responsibilities we meet by consistently imposing exacting standards along the entire value chain.

BSH first began taking account of all of the environmental factors in the product lifecycle in its product development work many years ago. It has subsequently created a series of proprietary tools for analysis and planning and now even records its own carbon footprint, making it a pioneer in the sector once again (see page 28).

Environmentally-aware product development

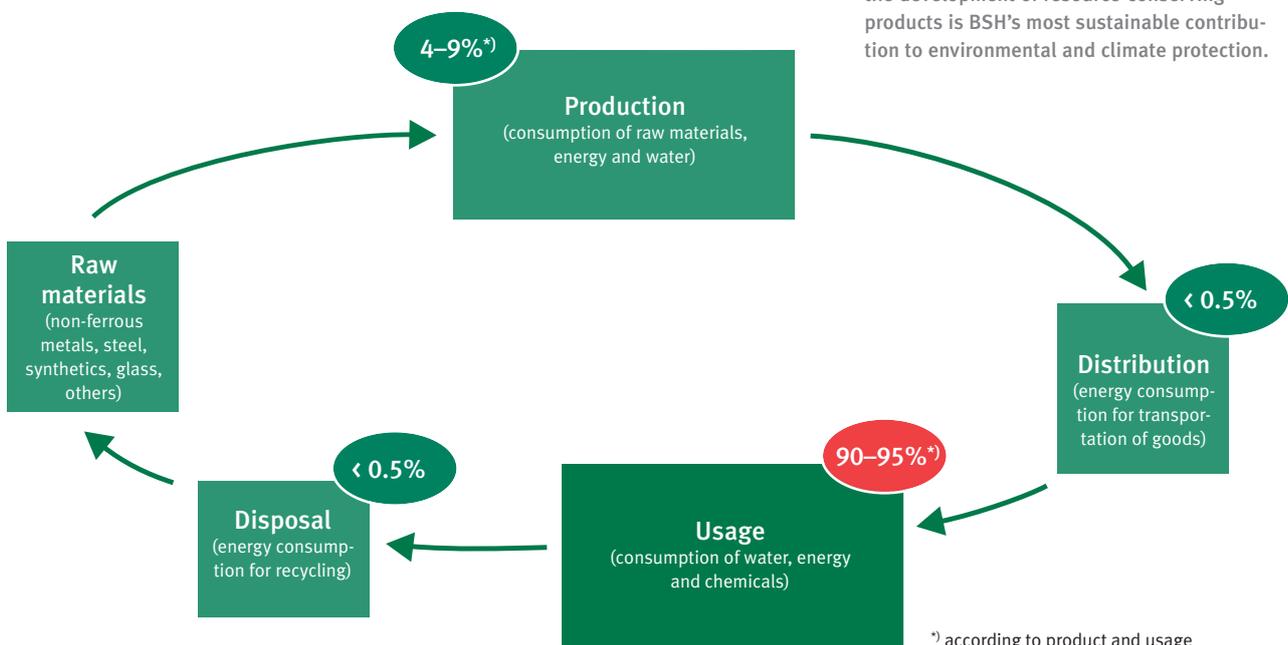
The initial lifecycle analyses prepared for selected products and materials soon revealed that an appliance's environmental impact is largely determined by its performance during the usage phase: 90 percent of environmentally-relevant effects occur during this stage of a product's lifecycle. We introduced a purpose-built management tool, the product environmental analysis (PEA), in the 1990s to help our researchers and developers keep track of environmental targets and recycling-friendly design objectives in new projects. This system received an environmental award from the Federation of German Industries (BDI) in 1998.



Sustainability in manufacturing

Environmental protection and safety at work often go hand in hand in manufacturing. BSH has accordingly combined these two areas in a single function: the Corporate Department for Environmental Protec-

90 percent of the environmental impact occurring over a home appliance's lifetime is attributable to the usage phase, which is why the development of resource-conserving products is BSH's most sustainable contribution to environmental and climate protection.



tion and Occupational Health and Safety issues binding guidelines for the Group and conducts internal audits to ensure they are followed. It reports regularly to the Board of Management on its results and environmental protection matters. All BSH sites have nominated occupational health and safety officers and environmental protection representatives who report to the corporate department. Our manufacturing processes around the world have been safe, reliable, environmentally compatible and ergonomically acceptable for many years thanks to the common production facility planning and construction standards we apply right across the Group. We use material- and energy-efficient manufacturing methods, for example, cascade rinsing to save water and solvent-free coatings. Occupational health and safety performance depends to a very considerable extent on the actions of individual employees. We have been able to make significant improvements in this area over the years through training, measures to raise awareness and standardized management processes. Today occupational health and safety levels at BSH are comparable across all countries from Europe to Brazil and from China to the USA.

Environmental protection in logistics and after-sales service

Logistics and customer service account for around 13 percent of total CO₂ emissions from BSH's operations. We accordingly aim to improve our goods shipments continuously by using low-emissions vehicles, combining deliveries, making efficient use of cargo space and always choosing the most suitable means of transport (see page 27). Reducing travel-related CO₂ emissions in after-sales service is more difficult. Careful route planning can optimize individual journeys and fuel consumption can be reduced simply by choosing efficient vehicles, but the whole point of after-sales service is to respond quickly and flexibly to customer needs and keep the customer happy. The fact that BSH has the lowest repair rate in the sector according to the 2007 Service Barometer of the market research company GfK is hence also a plus for the environment.

Environmentally-friendly disposal

BSH stopped using gases that deplete the ozone layer in its refrigerators at the beginning of the 1990s in Europe. Home appliances have such a long service life, however, that we still receive CFC-containing refrigerators and freezers back from customers. Our contractors in Germany have to comply with the high quality standards applicable to specialist recyclers and we also engage independent experts to verify in regular audits that disposal arrangements meet our stringent requirements at all times. BSH has developed its own independently accredited quality assurance system for waste disposal and recycling.

BSH worked with the relevant trade associations to draft voluntary industry standards for the collection, transport, storage, handling and processing of refrigerators and freezers in 2007 and 2008 to help ensure environmentally-compatible disposal right across Europe. BSH is a member of 20 national take-back schemes in Europe, and works within these organizations to ensure that these voluntary industry standards are included as binding conditions in contracts concluded with disposal companies.



All of BSH's environmental protection and occupational health and safety measures are designed with our employees in mind. Only once all of its people are sensitized to these issues and factor them into their day-to-day activities can a company hope to achieve continuous improvements.

Fighting climate change through energy efficiency



BSH's energy-efficient home appliances help to reduce greenhouse gas emissions and deliver lasting benefits for customers and society. Studies completed by independent bodies have found that our products make a significant contribution to reducing energy consumption and global warming.

We have already developed the highly efficient appliances necessary to make these savings. The challenge now is to get them into more homes so that the benefits multiply. BSH has been able to cut refrigerator electricity consumption for example by up to 80 percent as compared with 1990 levels (see Page 25). A ten-year-old refrigerator consumes up to five times as much energy as a comparable new model – and of course it does so 24 hours a day – but despite all of the efforts made to exploit easily achievable CO₂ reductions, European homes still contain circa 188 million home appliances that are more than ten years old. Replacing all of these obsolete appliances with highly efficient new models across Europe would cut CO₂ emissions by about 22 million metric tons every year, or around six percent of the total reduction to which the European Union committed itself in the Kyoto Protocol.

Time to go for old appliances

The “Time to go” initiative conceived by BSH and other home appliance manufacturers in the European industry association CECED accordingly seeks to speed up the process of replacing old appliances by offering incentives for consumers. The proposed approach also has the support of environmental and consumer groups. Measures mooted range from subsidizing the purchase of highly efficient appliances to the free supply of electricity by the power utility to tax breaks for manufacturers based on the quantity of highly energy-efficient appliances sold.

New energy efficiency categories

The EU introduced its energy label scheme in 1995 to give consumers a reliable guide to appliance efficiency. Technical advances in energy efficiency have come thick and fast in the intervening period, however, and more and more products now qualify for the uppermost categories. Obviously this is an enormously welcome trend, but ultimately having so many appliances in the top category obscures the differences that still exist between them and makes it difficult for customers to pick out the very best performers. BSH CEO Dr. Kurt-Ludwig Gutberlet has been pressing for a revision of the European energy label during his presidency of the



Energy efficiency is already a valuable selling point, so BSH is working to make sure consumers receive clear and useful information about product performance.



CECED to restore its status as a reliable and transparent classification of genuine value to customers. The details of a revised label scheme have yet to be finalized, but we are convinced that providing as much objective information as possible for consumers will be key to accelerating the spread of highly energy-efficient appliances and intend to follow the revision process closely as it passes through the various European committees.

Energy Excellence Initiative

BSH has been endeavoring to improve energy efficiency for many years and launched another concerted campaign in this field, the Energy Excellence Initiative, in mid-2008. This particular initiative aims to make energy efficiency a central guiding principle internationally at all subsidiaries and to position BSH as a leading provider of energy-efficient products worldwide. It encompasses not just marketing activities, but also measures such as active support for the Chinese government's project to provide transparent information for consumers by designing and introducing an energy label based on the European scheme. The BSH Energy Excellence Initiative is supported in each country by an appointed Energy Champion who links in local marketing and sales activities. Overall responsibility for the initiative rests with Dr. Peter Böhm.

The BSH brands have all now made energy efficiency a central element of their product marketing worldwide. Bosch received the Excellence in Energy Star Promotion Award twice in succession in the USA for its committed marketing of energy-efficient appliances and has this year been named Energy Star Partner of the Year by the US Department of Energy and Environmental Protection Agency in recognition of the fact that its entire range satisfies the strict Energy Star requirements.

Cooperation with stakeholders

In order to ensure broad-based consciousness of the importance of energy efficiency within society, BSH cooperates closely with its stakeholders. Three years ago, for example, we were founder members of the Initiative "Hausgeräte +", which saw Germany's leading home appliance makers join forces with energy utilities to develop various activities designed to provide consumers with information. To back up the energy advice offerings on the internet pages of our individual brands, we also support important independent energy consulting portals by providing information and product data.

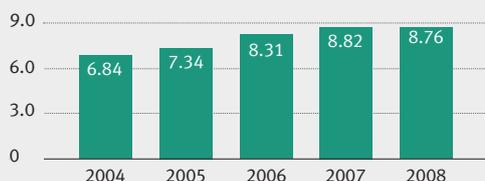


Dr. Peter Böhm, head of the BSH Energy Excellence Initiative

» Convincing customers at the point of sale is the biggest challenge. This means our energy-efficient appliances will only enjoy the success they deserve if retail sales staff properly grasp the importance of energy efficiency. This is why the BSH brands are offering comprehensive training to support their retail partners' efforts to equip their sales people with the requisite skills.«

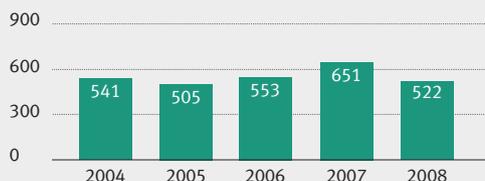
Sales Trend

In billions of EUR



EBIT

In millions of EUR



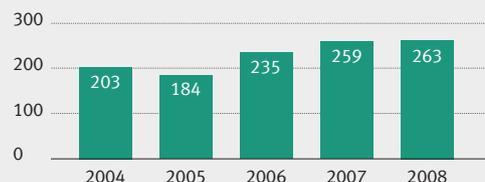
Employees and Personnel Costs

Employees in thousands Personnel costs in billions of EUR



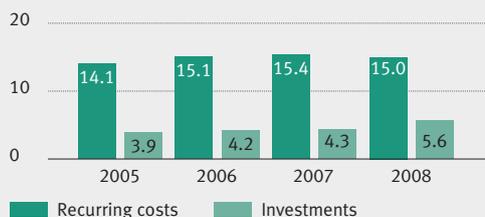
Research and Development Expenses

In millions of EUR (without investments)



Environmental Costs

In millions of EUR



Sales Trend

During the year under review, the BSH Group posted sales of 8.758 billion euros, falling 0.7 percent short of last year's figure. In Germany, the Group's revenue was 1.765 billion euros, an increase of 2.9 percent. As a result, BSH now generates 79.9 percent of its sales revenue outside Germany (previous year: 80.5 percent).

Earnings, Taxes and Subsidies

In 2008, earnings before interest and taxes (EBIT) amounted to 522 million euros, or six percent of sales revenue. The 2008 tax rate was 39 percent throughout the Group. We paid some 38 percent of the total tax amount of 199 million euros in Europe. Outside Germany, 7.5 percent of the tax was attributable to the UK, 8.5 percent to Eastern Europe and five percent to Asia. Worldwide, we claimed just on 200,000 euros in government subsidies during the period under review.

Employees and Personnel Costs

As of December 31, 2008, the Group employed a total of 40,286 people worldwide (in Germany 14,196, elsewhere 26,090), including apprentices – some 3.4 percent more than at the end of December 2007. Most of the growth was attributable to the companies in China (around 1,200 additional employees), Slovenia, the Netherlands and Russia. Personnel restructuring was carried out in Spain, the USA, and Slovakia. 35 percent of the workforce is employed in Germany, 28 percent in Western Europe (excluding Germany but including Turkey), 18 percent in Asia, 5 percent in Latin America, 4 percent in North America and 10 percent in Eastern Europe. Personnel costs totaled 1.692 billion euros.

Research and Development Expenses

The Group spent 263 million euros on research and development in 2008. This represents 3 percent of sales (previous year: 2.9 percent), putting BSH in a favorable position in the international competitive arena. In 2008, BSH employed more than 2,240 people in research and development, 1,198 of whom work in Germany.

Environmental Costs

BSH reports its environmental costs and investments for the Group as a whole. Recurring costs for operational environmental protection (operating costs, capital costs, personnel costs and charges) stood at 15.0 million euros in 2008 for the Group as a whole. Most of this figure was made up of expenditure on waste management (61 percent) and soil and water protection (30 percent), while the costs of air purification, climate protection and noise abatement amounted to 9 percent. 92 percent of BSH's environmental costs were incurred at European factories; 80 percent of these costs were incurred in Germany. The Group invested a total of 5.6 million euros in environmental protection in 2008. 81 percent of this investment was allocated to European locations, including 21 percent to Germany.

Energy Efficiency of Products

Over recent years, our home appliances have become increasingly economical. The comparison between the average energy consumption values measured for each product category in 1990 and the current figures for our most energy-efficient appliances speaks for itself. November 2008 saw the market launch of our new generation of dishwashers with zeolite technology. For 13 place settings (a unit defined for load comparison purposes), these dishwashers now consume just 0.83 kilowatt hours (kWh) per cycle. Our most energy-efficient washing machines now require just 0.15 kWh of energy per kg for a full-load colored wash program at a temperature of 60° Celsius.

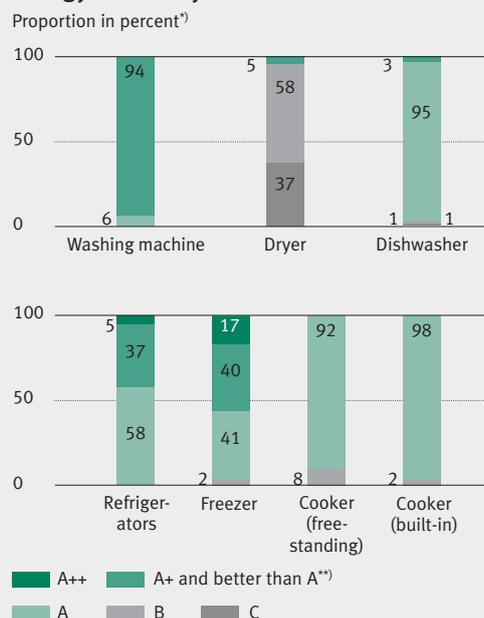
In Europe, electrical appliances carry so-called energy labels indicating their energy consumption. Appliances are divided into efficiency classes ranging between A (low consumption) and G (high consumption). In 2004, the European Union also introduced the new energy efficiency classes A+ and A++ to indicate particularly energy-efficient refrigeration appliances, such as certain fridges and freezers that consume on average 25 and 45 percent less energy than Class A appliances. In March 2009, the EU Commission proposed to modify the existing energy label, extending it to other appliances and giving it a more user-friendly format. From 2010, it will be possible, according to the proposal, to assign the new energy classes “A minus 20 percent”, “A minus 40 percent” and “A minus 60 percent” to appliances that significantly exceed the requirements for efficiency class A. From 2011, the new labeling would be mandatory.

Of the refrigeration appliances produced by BSH in Europe in 2008, 42 percent of fridges and fridge-freezers (previous year: 30 percent) and 57 percent of freezers (previous year: 47 percent) were ranked in energy efficiency classes A+ and A++. Once again, BSH has increased the percentage of energy-saving cookers it produces. 98 percent of its built-in cookers and 92 percent of its free-standing cookers now have a high energy efficiency rating (previous year: both 91 percent). BSH succeeded in marketing 98 percent of its dishwashers produced in Europe in 2008 as Category A appliances. The new generation of dishwashers already accounts for 3 percent of this figure, and these appliances exceed the requirements for this category by up to 20 percent. 100 percent of washing machines meet the requirements for Class A, and 94 percent of these appliances exceed the requirements for this category by up to 20 percent. Over half of the tumble dryers bear energy label B. The new tumble dryers incorporating a heat pump system bear energy label A, and already account for five percent. The specifications given in this section are based on the production figures for BSH’s European factories (including Turkey and Russia).

Reducing Water Consumption

As a result of continuous further development of our dishwashers and washing machines, we have cut the water consumption of our appliances by more than half compared with 1990 figures. Our most energy-efficient dishwashers now require just 0.71 liters of water per place setting, which corresponds to a consumption of between 9 and 10 liters of water per cycle, depending on the load and degree of soiling. With loads of up to 8 kilograms (kg), the most efficient washing machines use just 7 liters of water per kg of laundry.

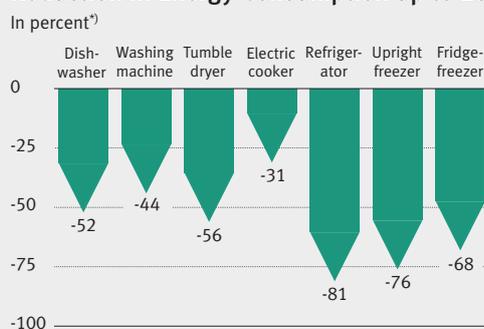
Energy Efficiency Classes 2008



^{*)} The percentages specified for the individual energy efficiency classes are based on the production figures for BSH’s European factories (including Turkey and Russia) in 2008.

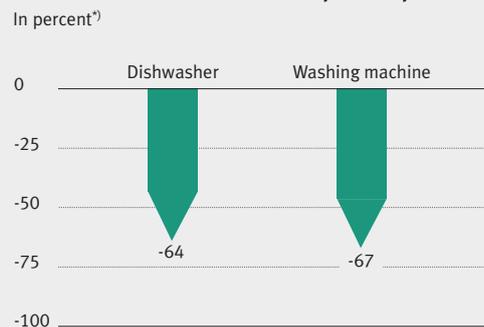
^{**)} Indicates refrigeration appliances in category A+ and other home appliances that exceed the requirements for Class A by at least 10 percent.

Reduction in Energy Consumption up to 2008



^{*)} Comparison of average energy consumption values for each product category in 1990 with consumption figures for our most energy-efficient appliances in 2008. (Tumble dryer: comparison to 1994).

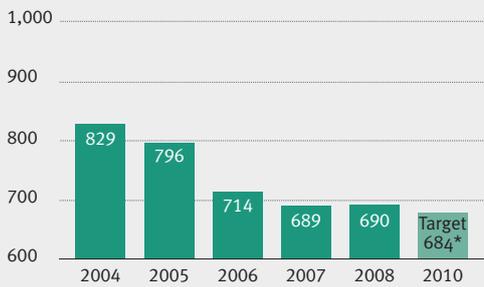
Reduction in Water Consumption up to 2008



^{*)} Comparison of average water consumption values for each product category in 1990 with consumption figures for our most efficient appliances in 2008.

Energy Consumption

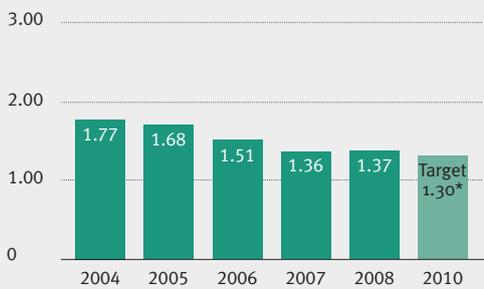
Per metric ton of product in kWh



*) Annual 3 percent reduction in specific energy consumption during the period 2005 – 2010.

Water Usage

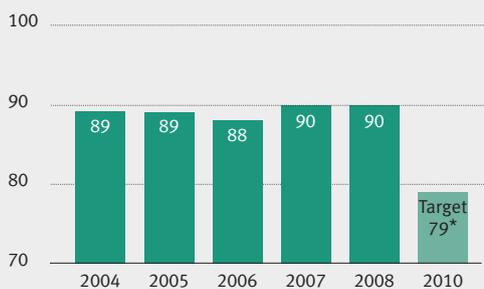
Per metric ton of product in m³



*) Annual 5 percent reduction in specific water consumption during the period 2005 – 2010.

Waste

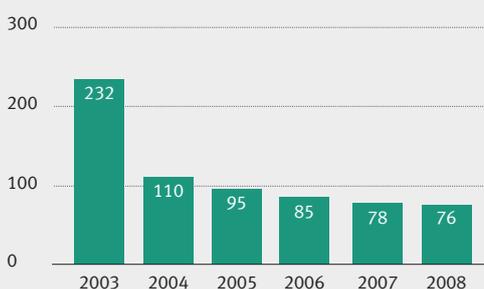
Per metric ton of product in kg



*) Annual 2 percent reduction in specific waste volume during the period 2005 – 2010.

VOC Emissions

In metric tons



Energy Consumption

Total energy consumption during the year under review was 859 gigawatt hours (GWh), two percent down on the previous year's figure of 878 GWh. At 52 percent, the proportion of electrical energy remained at the previous year's level. There was a fall of 1 percent in the proportion of gas, used primarily to provide building and process heating, which accounted for 36 percent in 2008. District heating covers 11 percent of energy requirements, of which 24 percent is derived from biomass (wood). Due to the year-on-year reduction of 2 percent in the tonnage of products manufactured, specific energy consumption now stands at 690 kilowatt hours (kWh) per metric ton of product, approximately the same level as in 2007 (689 kWh). This is significantly lower than the 2008 target figure of 727 kWh per metric ton of product.

Water Usage

Absolute water requirements fell by 2 percent in 2008 to 1.711 million cubic meters (m³). The factories derive 56 percent of their fresh water needs from the public supply (previous year: 59 percent), with 44 percent coming from their own drinking water supplies (previous year: 41 percent). The wastewater from production processes – more than one third of the total wastewater produced by the factories – undergoes physicochemical pretreatment. 42 percent of the total volume of wastewater is discharged directly into surface watercourses in purified form. The larger proportion of 58 percent is sent to public treatment plants for biological treatment. There was a year-on-year increase of around 1 percent in specific water consumption, which now stands at 1.37 m³ per metric ton of product. This is significantly lower than the 2008 target figure of 1.44 m³ per metric ton of product.

Waste

The volume of waste generated by the BSH Group fell by 2 percent in 2008 to 112,000 metric tons. Separated collection of paper and cardboard, plastics and films, glass, wood and metal waste is standard practice in all factories. As a result, 92 percent of the total waste volume is now recycled. Hazardous waste accounted for less than 2 percent of the total waste volume. At 90 kg of waste per metric ton of product, the specific indicator remains at approximately the same level as in the previous year. It was not possible to achieve the target figure of 83 kg per metric ton of product.

Emissions

BSH long ago abandoned the use of substances that were harmful to the climate or the ozone layer in products and their manufacture – to the extent that safety concerns allowed – and replaced them with pure hydrocarbons. Sulfur dioxide emissions result from the sulfur content of fossil fuels and, due to the use of low-sulfur gas and heating oil, are not reported separately. Emissions of nitrous oxides can be influenced by heating technology, and are extremely low (54 metric tons) due to the use of optimized furnaces. There has been a strong decline in the release of volatile organic compounds (VOCs) due to the predominant use of powder coatings, aqueous coating systems and pre-coated metal sheets. The figures for production-related emissions of CO₂ at BSH sites are reported on page 28.

Transport Volumes and Distribution Logistics

BSH's logistics strategy aims to minimize the environmental impact of transporting goods from factory to customer by optimizing the inter-linking of road, rail and sea transport routes. 2008 saw a significant fall in the transport volume for shipments to countries affected by the economic crisis – including several countries with a high proportion of rail transport. This unfortunately caused a shift in the transport volume to other means of transport such as road and sea. We succeeded nevertheless in keeping the proportion of shipments transported by truck below 50 percent. We are pleased to report a particularly welcome development for shipments from Poland: in cooperation with Deutsche Bahn and other logistics providers, BSH established a system of block rail transport from Poland to Nauen in mid-2008. This has more than doubled the proportion of rail transport along this route compared with previous years' figures.

To help reduce noise levels and harmful substance emissions during the transportation of its products by truck in Germany, BSH made "Euronorm II or better" its target standard as early as 2001. 64 percent of the total number of trucks employed by BSH's shipping agents now even comply with Euronorms IV and V, which impose even more stringent restrictions on harmful emissions. In the case of local shipments, the proportion of vehicles meeting Euronorm III and better rose from 91 percent in the previous year to 98 percent in 2008. Of these, 67 percent even meet the requirements of Euronorms IV and V (compared to 22 percent in the previous year). And in 2008, 100% of the trucks used by BSH on long-haul routes complied with Euronorm III or better, and 60 percent of these met the stricter Euronorm IV and V requirements.

Freight-Space Optimization

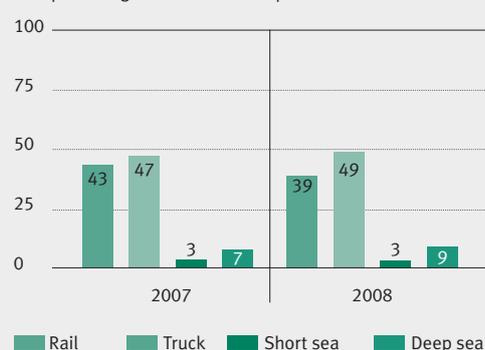
By improving the utilization of freight space, BSH has succeeded consistently in reducing the number of transport shipments required. In 2008, we successfully introduced the system, tested in 2007, of 4-abreast loading for transporting larger home appliances to Germany, Spain, the United Kingdom, the Netherlands and France. Although this loading concept, developed in conjunction with freight forwarders and vehicle manufacturers, was implemented only partially in 2008, we successfully loaded 719 trucks in this way and thus avoided some 200 truck journeys. 2008 also saw the start of series production of the "modular pallets" concept, which we developed for transporting small home appliances.

Transport Packaging

In order to ensure the suitability of packaging and the appliances it contains to cope with the rigors of transportation, particularly long-haul shipment, transport factors such as shaking motion or loading procedures are recorded under real-life conditions and simulated in the laboratory. The findings emerging from these investigations are incorporated into the packaging design process. BSH has succeeded in reducing the average weight of transport packaging from 2.65 kg in 2007 to 2.21 kg in 2008. The proportions of the materials used remain to a large extent unchanged. Due to the use of new materials, the average weight of our sales packaging for small home appliances rose to 655 grams (previous year: 613 grams).

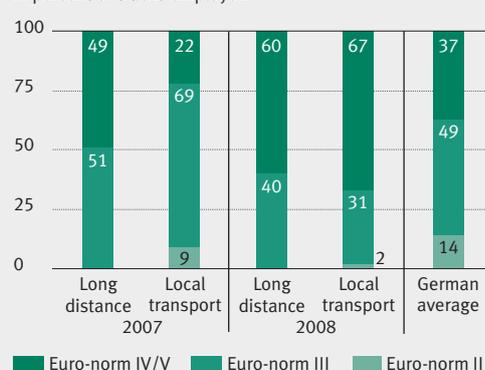
Export Transport Volume

As a percentage of the total transport volume



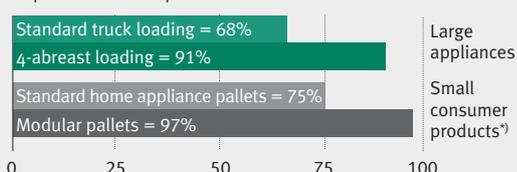
Vehicles meeting Euronorm II through V

In percent of trucks employed



Freight-Space Utilization

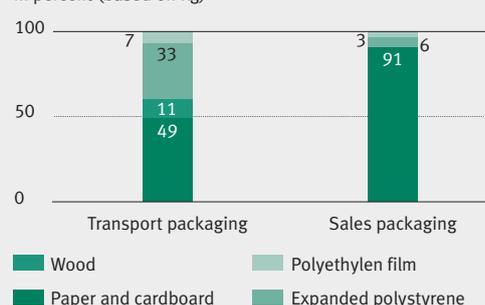
In percent of load space



^{*)} Packing additional layers on the standard home appliance pallets enables almost total utilization of the trucks' load height.

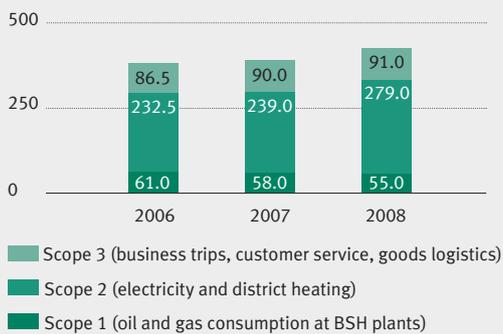
Proportions of Packaging Materials 2008

In percent (based on kg)

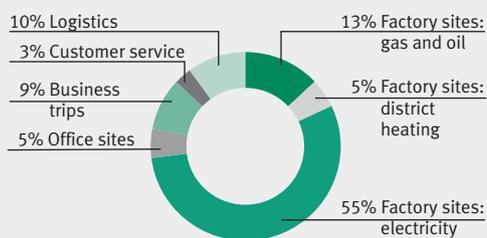


CO₂ Emissions

In thousands of metric tons



Carbon Footprint 2008



The CO₂ emissions from electricity generation exclude losses during power distribution. The balance sheet does not include CO₂ emissions from the construction of buildings and plants, the production of materials and components or their transportation. Neither does the carbon footprint include waste disposal nor the take-back and disposal of end-of-life appliances.

Carbon Footprint

Since 2006, BSH has been calculating the “carbon footprint” of its Group operating activities according to the criteria of the Greenhouse Gas Protocol of the World Business Council for Sustainable Development/World Resources Institute (WBCSD/WRI). The carbon footprint includes all of a company’s CO₂ emissions: as well as the “direct emissions” due to oil and gas consumption (Scope 1), it also includes the “indirect emissions” resulting from the use of electricity and district heating at the production and office sites (Scope 2) and “other indirect emissions” caused by business trips, customer service activities and the transport of goods to customers (Scope 3).

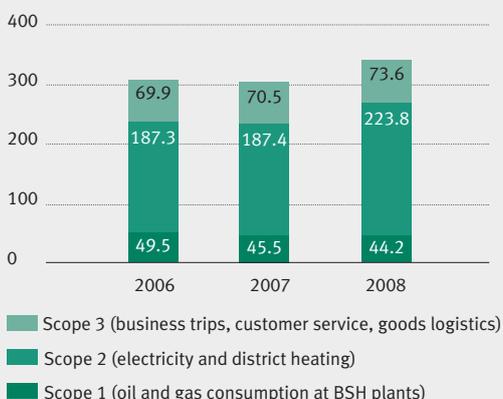
The carbon footprint in 2008 was 425,000 metric tons of CO₂ (previous year: 387,000 metric tons) – a growth of 10 percent. This growth was due to an improvement in the source data used: for 2008, the factory-specific carbon dioxide emission values for electricity and district heating were obtained directly from the power generation companies, while the values for 2006 and 2007 were still based on the country-specific data provided by the International Energy Agency (IEA). 65 percent of CO₂ emissions are indirect in nature, and resulted from energy consumption at the production and office sites. Some 13 percent resulted from direct emissions at the BSH factories due to oil and gas consumption. Goods distribution logistics, along with customer service activities and business trips, accounted for 22 percent.

CO₂ Emissions Caused by Business Travel

The CO₂ emissions resulting from business travel include emissions caused by flights, business travel by car and rail, and the use of sales and customer service vehicles. The data for this Scope 3 reporting was extrapolated from verified regional reports (Germany and Europe). 32 percent of CO₂ emissions are caused by air travel, with 67 percent resulting from business travel by car and 1 percent from rail journeys. Hire cars and leased cars are used for most business trips undertaken for customer service, sales or other business purposes.

Specific CO₂ Emissions

In kg per metric ton of product



Specific Carbon Footprint

The specific BSH indicator – that is, CO₂ emissions in relation to production volume – stands at 342 kg CO₂ per metric ton of product (previous year: 303 kg). This increase is due almost entirely to the switch to a different data source for Scope 2 reporting. On average, therefore, CO₂ emissions of around 17 kg are produced as a result of BSH activities for a home appliance weighing 50 kg. The specific value of 44.2 kg of CO₂ per metric ton of product includes the direct CO₂ emissions generated by the use of gas and heating oil at the production and development sites. This represents a year-on-year reduction of around 3 percent.

Input flows		2006	2007	2008	Units
A	Fixed assets				
I.	Land	4,684,155	4,965,940	4,931,140	m²
1.	Developed	1,846,281	2,031,754	2,070,458	m ²
2.	Undeveloped	2,837,874	2,934,186	2,860,682	m ²
II.	Percentage developed	39	41	42	%
B	Current assets				
I.	Environmentally relevant substances				
1.	Raw materials) ¹	716,385	713,391	702,502	t
2.	Auxiliary materials) ²	19,458	19,116	17,614	t
3.	Process materials) ³	3,131	3,043	3,241	t
II.	Energy	883,580	878,284	859,224	MWh
1.	Electric energy	446,874	459,620	451,032	MWh
2.	Light heating oil	5,265	3,695	860	MWh
3.	Gas	342,262	323,578	313,068	MWh
4.	Others (district heating, wood etc.)	89,179	91,391	94,264	MWh
III.	Water	1,871,951	1,737,973	1,711,432	m³
1.	From public supply	1,146,424	1,033,437	963,262	m ³
2.	From own supply	725,527	704,536	748,170	m ³
Output flows					
A	Products				
I.	Products (numbers)	41,372	41,230	41,251	1,000 items
II.	Products (tonnage)	1,238	1,275	1,245	1,000 tons
III.	Packaging	78,124	79,468	81,698	t
B	Waste	109,033	114,619	112,125	t
I.	Waste for disposal	9,808	10,633	9,362	t
	of which hazardous waste	1,694	2,269	1,965	t
II.	Waste for recycling	99,225	103,986	102,763	t
III.	Percentage recycled	91	91	92	%
C	Waste water	1,557,472	1,485,387	1,389,662	m³
I.	of which directly discharged	591,969	698,545	582,695	m ³
II.	of which indirectly discharged	965,503	786,842	806,967	m ³
III.	Waste water, treated in neutralization plants	510,807	522,196	517,438	m³
D	Vaporous or gaseous emissions				
I.	Organic substances	85	78	76	t
1.	Volatile Organic Compounds (VOC)	85	78	76	t
II.	Inorganic substances	61,351	57,667	55,069	t
1.	Oxides of nitrogen	61	60	54	t
2.	Carbon dioxide ⁴	61,290	57,607	55,015	t

¹ Metals (steel, copper) and plastic granulates

² Paints, enamels

³ Oils, emulsions, solvents, acids and caustic solutions

⁴ Excl. electricity generation, district heating and transport operations

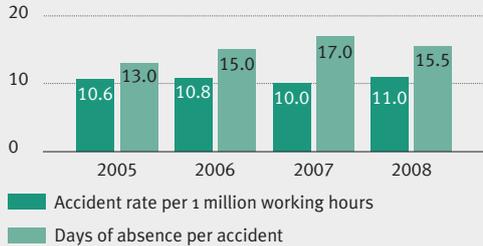
The data presented for the input and output flows covers all sites and factories at which BSH carried out production activities during the year under review (ending December 31, 2008). The São Paulo site (Brazil) is no longer included in the 2008 statistics due to the relocation of cooker production to Hortolândia.

On the basis of the input-output balance sheet, we record all the environmentally relevant material and energy flows past our factory gates. This serves to represent, in figures, the significant environmental aspects of the activities carried out at our operating locations. Continuous and struc-

tured recording of environmentally relevant data is an important prerequisite for identifying potential for improvement. The totals shown above for input and output flows are used to generate specific indicators by calculating consumption and emission figures for the appliances manufactured. This procedure makes it possible to evaluate environmental performance consistently, irrespective of fluctuations in production volumes, and conforms to the provisions for recording environmental assessment data set out in international standard ISO 14031.

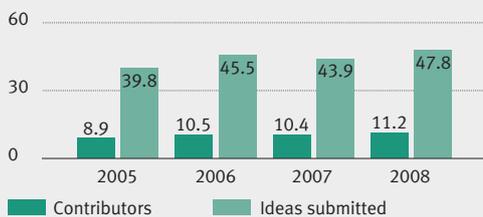
Incidence of Accidents, BSH International

Accidents resulting in at least one day's incapacity



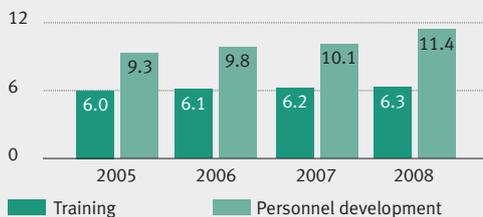
Company Suggestions Initiative

Contributors and ideas submitted in thousands



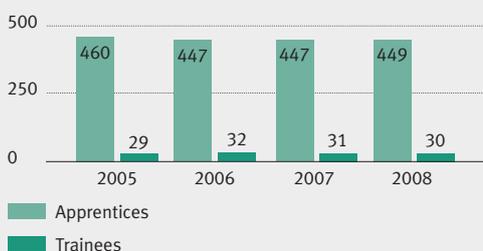
Training and Personnel Development

Expenditures in millions of EUR



Apprentices and Trainees*)

Numbers



*) Only in Germany

Occupational Health and Safety

BSH has been recording accident statistics for all its factories worldwide since 2000. The statistics record accidents occurring at work and resulting in at least one day's absence. While the average duration of absence – a broad gauge of the severity of accidents – has fallen compared with the previous year, the number of accidents per million hours worked has risen. Accidents involving external companies have been reported in a separate section within the BSH occupational health and safety statistics since 2007. This helps to ensure that our service providers give greater consideration to occupational health and safety and accident prevention. In 2008, there was a serious commuting accident in which, through no fault of her own, a BSH employee tragically lost her life.

Company Suggestions Initiative

2008 saw BSH's company suggestions initiative "Top Idea" established in 12 countries. 11,184 employees submitted 47,832 excellent ideas. This represents a participation rate of 37.9 percent of the workforce, and an average of 1.6 ideas per head. Since 2000, the number of ideas submitted has increased more than fourfold (by a factor of 4.5), and there has been a sixfold increase in the savings made as a result (factor of 6.4). We implemented some 24,000 ideas in 2008, achieving a calculated annual net saving of 30 million euros in total.

Training and Personnel Development

Capable and motivated employees backed by outstanding managers are absolutely essential to the long-term success of the company. The comprehensive range of training and professional development opportunities that BSH offers enables it to find, support and retain the best employees for the Group. BSH relies on modern concepts for this purpose, such as the BSH "JuniorFirma", a project launched in early 2007 that enables trainees and students to gain early experience in acting autonomously and thinking entrepreneurially. In addition the online learning offering continues to expand. In 2008, investment in training and professional development in Germany totaled 17.7 million euros.

Tailored Careers for New Recruits

"Tailored careers for new recruits" is what BSH calls its entrant programs offering school-leavers and graduates interesting opportunities at the start of their careers. An important element of these programs is dual-track training in different disciplines, such as mechatronics and electronics, for example, or business administration and IT. BSH is implementing this professional training concept not only in Germany but also in other countries including China and Turkey. In 2008, this enabled 733 apprentices throughout the world to learn a trade at BSH. BSH also offers committed high-school graduates the opportunity of entering into a training contract that enables them to complete a course of study at a vocational or technical college while working for the company. The portfolio of options for new recruits is rounded off by various targeted trainee programs, which prepare college graduates for subsequent specialist and management functions.

Personnel Development

In order to make optimum use of knowledge, the decisive factor in the creation of value, the BSH Academy aims to achieve a more intensive intermeshing of multimedia learning methods and media and educational concepts. In the area of continuing professional training, we have driven forward the establishment and efficient use of our internet portal in the group’s corporate languages of English and German. Web-based Compliance Management training is now available in Spanish, Chinese and Turkish, as well as German and English.

Employee Structure and Employment

Demographic change is affecting BSH, too: the average age of our workforce around the world remained more or less constant at around 38.6 years. The average length of service remained unchanged at around 11 years. Germany boasts a particularly high figure of 17 years, followed by Austria with 15 years. In 2008, the number of apprentices and trainees was 763 (previous year: 713), and the total number of new BSH employees worldwide was 1,300. In Germany – where initial professional training is particularly highly valued – BSH is continuing to train more people than it needs to meet its own requirements.

Internationalization

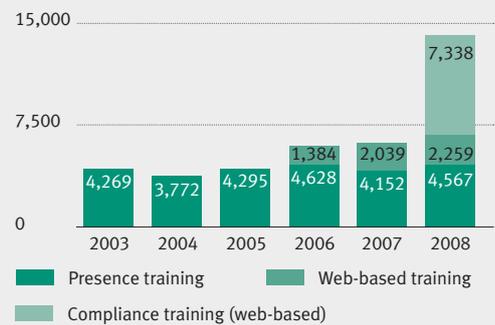
The number of employees working abroad is rising. As of December 31, 2008, there were 216 German expatriates working in 31 different countries (previous year: 201), as well as 46 “inbounds” transferred to German BSH sites (previous year: 50). In addition, the records show 19 “cross-country transfers” – meaning transfers between the various nations (previous year: 21). The inbounds and cross-country transfers came from a total of 8 different countries. International, Group-wide personnel pools serve to identify, target and develop suitable management recruits from around the world. This process is implemented via mechanisms such as cross-country transfers, for which standardized regulations and contracts were developed and established in 2007 in conjunction with the human resources managers in the countries involved.

Career and Family

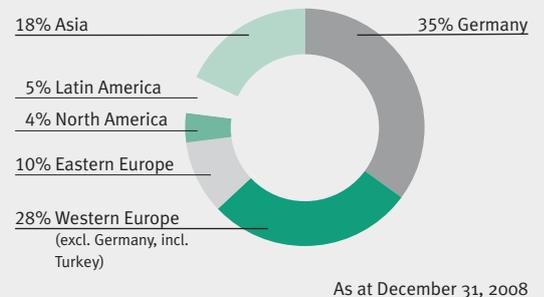
BSH has introduced flexible working models to help reconcile career and family at 17 of its 20 biggest regional companies, which means that they are now available to 96 percent of the workforce. Part-time working is possible for some 70 percent of BSH employees in 15 countries, and teleworking is available to over 56 percent of BSH employees. Over 95 percent of the BSH workforce now has the opportunity to take parental leave, where appropriate.

BSH Academy

Number of participants



Employees by Regions



As at December 31, 2008

Overview of employee benefits 2008

	Percentage of employees ^{*)}
Flexible Working Models:	
Flextime	96.1
Teleworking/home office	56.1
Part-time working	69.6
Parental leave	95.4
Sabbatical	2.4
Trust-based flextime	11.0
Basic Social Welfare Provision	
Basic state provision	98.8
Company retirement benefits	70.9
Additional voluntary health insurance	82.4
Other voluntary benefits	92.5
Healthcare programs	94.5
Company physician	58.9

^{*)} Coverage: The figures relate to the 20 largest BSH companies, that is 96.2 % of the entire workforce.

Equal Opportunities

About 28 percent of BSH's 40,000 or so employees are female. It is a basic principle of BSH to grant women equal opportunities to men, and many regional companies have enshrined this principle in written form. New recruits may not be discriminated against on the grounds of their sex, age, religion or origin and, by signing the UN Global Compact in 2004, BSH made this principle binding worldwide.

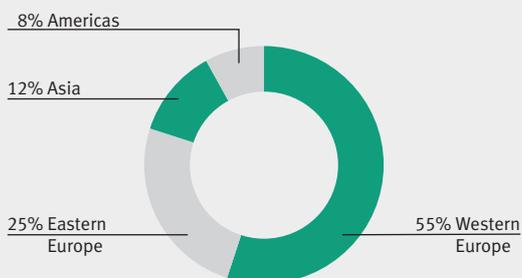
Basic Social Welfare Provision

Voluntary social welfare provision depends on regional requirements and local circumstances. In Germany, for example, BSH funds company retirement benefits. It also offers loans to employees, long-service anniversary payments and special leave. To date, a total of 42.3 million euros in company pension payments has been paid out to former BSH employees. With effect from January 01, 2006, the company's retirement benefit provision was switched to a defined-contribution scheme, a change that met with a high level of acceptance among the workforce thanks to the long-term security offered by such arrangements.

Donations and Sponsoring

BSH-Katastrophenhilfe e.V., the company's disaster relief fund, was founded in 1999, and is active worldwide. Since then, BSH employees and directors have donated over one million euros to help people in areas affected by disasters. Last year, support was channeled mainly to the disaster areas in Peru and China. In addition, the BSH sites and regional companies are committed to numerous local projects, and also donate home appliances for good causes within society. BSH itself provides support above all for programs aimed at raising young people's awareness of the importance of climate protection and energy efficiency. These include, for example, the "Focus macht Schule" project, for which BSH is the exclusive sponsor. In the period under review, BSH spent some 170,000 million euros on cash donations and donations in kind to projects in Germany. BSH is also planning to incorporate its international expenditure on donations and sponsoring into its systematic reporting process in the future.

Procurement of production material by Regions



Supply Chain

Every year, BSH spends some 4 billion euros on production materials worldwide. Most of these are sourced from Germany and Western Europe, as this is where most of the BSH sites are located. BSH operates a local procurement policy wherever possible. Even in regions such as China and Latin America, for example, we purchase the majority of our supplies locally.

Objectives for 2008*

Objectives achieved in 2008

Objectives for 2009

Environmental Management

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> ■ Corporate audits at 6 locations | <ul style="list-style-type: none"> ■ 4 audits conducted | <ul style="list-style-type: none"> ■ Conduct corporate audits at the remaining 2 and a further 2 locations |
| <ul style="list-style-type: none"> ■ Prepare the St. Petersburg, Callao and La Follette locations for initial certification | <ul style="list-style-type: none"> ■ Achieved | <ul style="list-style-type: none"> ■ ISO 14001 certification of the 3 locations St. Petersburg, Callao and La Follette |
| <ul style="list-style-type: none"> ■ Improve the data quality of the CO₂ balance sheet | <ul style="list-style-type: none"> ■ Factory-specific CO₂ emission values recorded for electricity, gas, oil and district heating | <ul style="list-style-type: none"> ■ Improve the data quality of the CO₂ balance sheet for goods transport, customer service and office locations |

Site-Related Environmental Protection

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> ■ Reduce specific energy and resource consumption in line with BSH targets (2005–2010) <ul style="list-style-type: none"> – Energy target: 727 kWh/t (-3% per annum) – Water target: 1,441 l/t (-5% per annum) – Waste target: 83 kg/t (-2% per annum) | <ul style="list-style-type: none"> ■ It was not possible to reach the defined improvement targets due to the decline in production during the last quarter of 2008 resulting from the economic crisis. The achievement of the same indicator level as the previous year can be evaluated as a great success | <ul style="list-style-type: none"> ■ Ongoing |
| <ul style="list-style-type: none"> ■ Implement site-specific environmental objectives and programs in the areas of emission protection, soil and groundwater protection, waste management and communication | <ul style="list-style-type: none"> ■ 42% of factories exceeded the energy targets, 40% exceeded the water targets, and 49% exceeded the waste targets | <ul style="list-style-type: none"> ■ Ongoing |

Product-Related Environmental Protection

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> ■ Continue to support EU product studies on the eco-design of electrical appliances (EuP) to the benefit of BSH | <ul style="list-style-type: none"> ■ EuP studies on refrigeration appliances, dishwashers, washing machines, water heating appliances, vacuum cleaners, standby | <ul style="list-style-type: none"> ■ Support the development of harmonized standards for eco-design |
| <ul style="list-style-type: none"> ■ Achieve further improvements in consumption values (energy efficiency classes) for dishwashers and dryers | <ul style="list-style-type: none"> ■ Achieved | <ul style="list-style-type: none"> ■ Further improve consumption values, particularly for refrigeration appliances |
| <ul style="list-style-type: none"> ■ Participate actively, via association work, in the revision of the EU Directives relating to the disposal of waste electrical and electronic equipment (WEEE) and the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS) | <ul style="list-style-type: none"> ■ Implemented | <ul style="list-style-type: none"> ■ Ongoing |

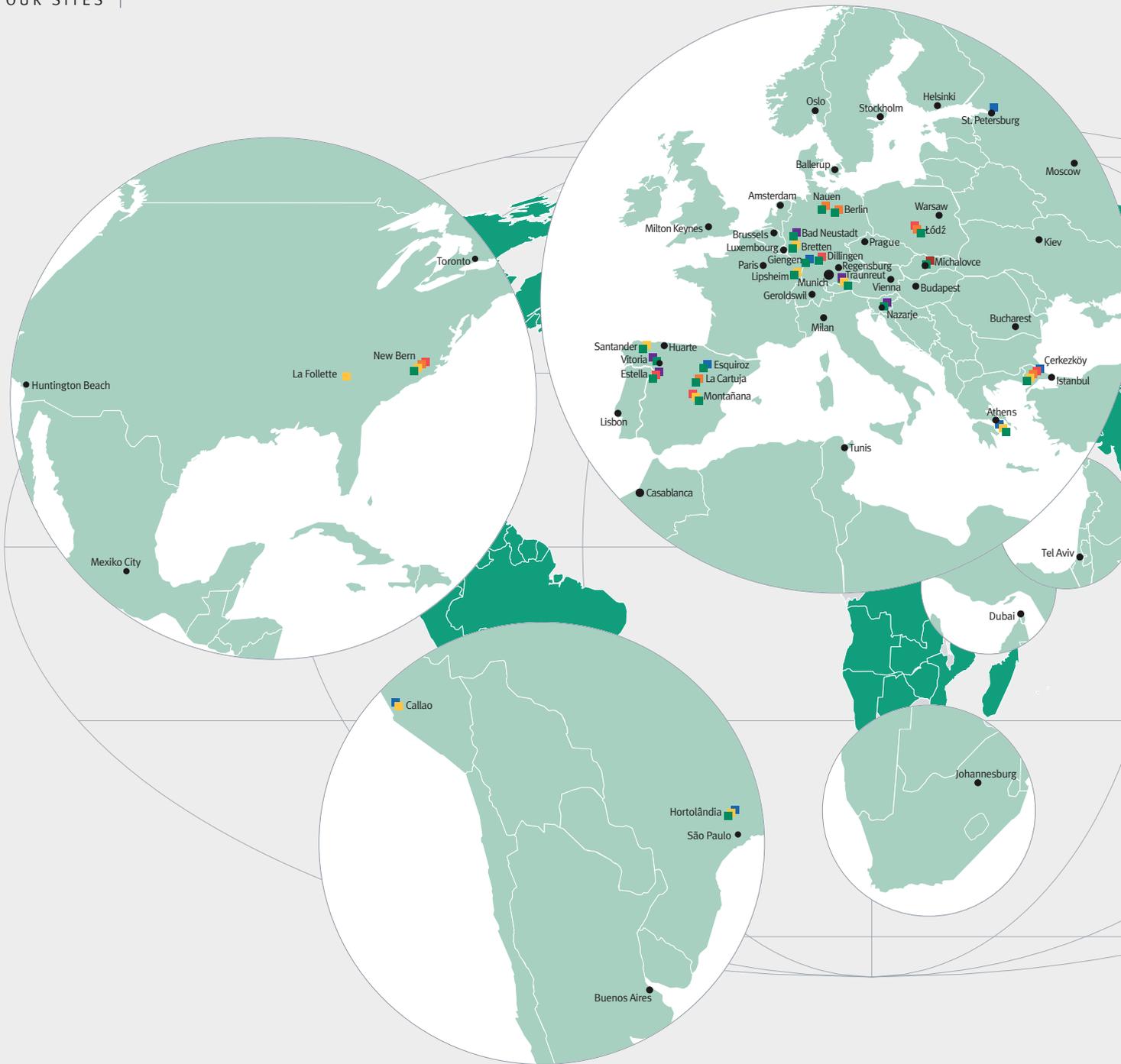
Employees

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> ■ Develop measures to recruit and retain specialist and management personnel in the international arena | <ul style="list-style-type: none"> ■ Achieved | <ul style="list-style-type: none"> ■ Ongoing, with particular focus on engineers and project managers |
| <ul style="list-style-type: none"> ■ Establish master collective bargaining agreement (ERA) and define long-term principles for determining remuneration levels | <ul style="list-style-type: none"> ■ Departments set up to manage remuneration structure | <ul style="list-style-type: none"> ■ Further develop the remuneration systems |
| <ul style="list-style-type: none"> ■ Implement the competence model developed in 2007 together with the leadership principles, across the entire company | <ul style="list-style-type: none"> ■ Integrated into almost all corporate personnel development systems; multiplier training programs implemented | <ul style="list-style-type: none"> ■ Further integrate the strategically relevant personnel issues into BSH's superordinate business requirements |
| <ul style="list-style-type: none"> ■ Intensify the expansion and use of learning portals | <ul style="list-style-type: none"> ■ Increased internationalization; compliance training offensive implemented | <ul style="list-style-type: none"> ■ Ongoing |
| <ul style="list-style-type: none"> ■ Implement company-wide BSH initiative on demographic change | <ul style="list-style-type: none"> ■ Initial pilot project completed successfully | <ul style="list-style-type: none"> ■ Implement internal measures to address the challenges of democratic change |
| <ul style="list-style-type: none"> ■ Extend the international scope of the employee survey | <ul style="list-style-type: none"> ■ Employee survey conducted in Turkey and China | <ul style="list-style-type: none"> ■ Conduct the 2009 employee survey in Germany and 13 other countries |

Sustainability Management

- Conduct a stakeholder survey

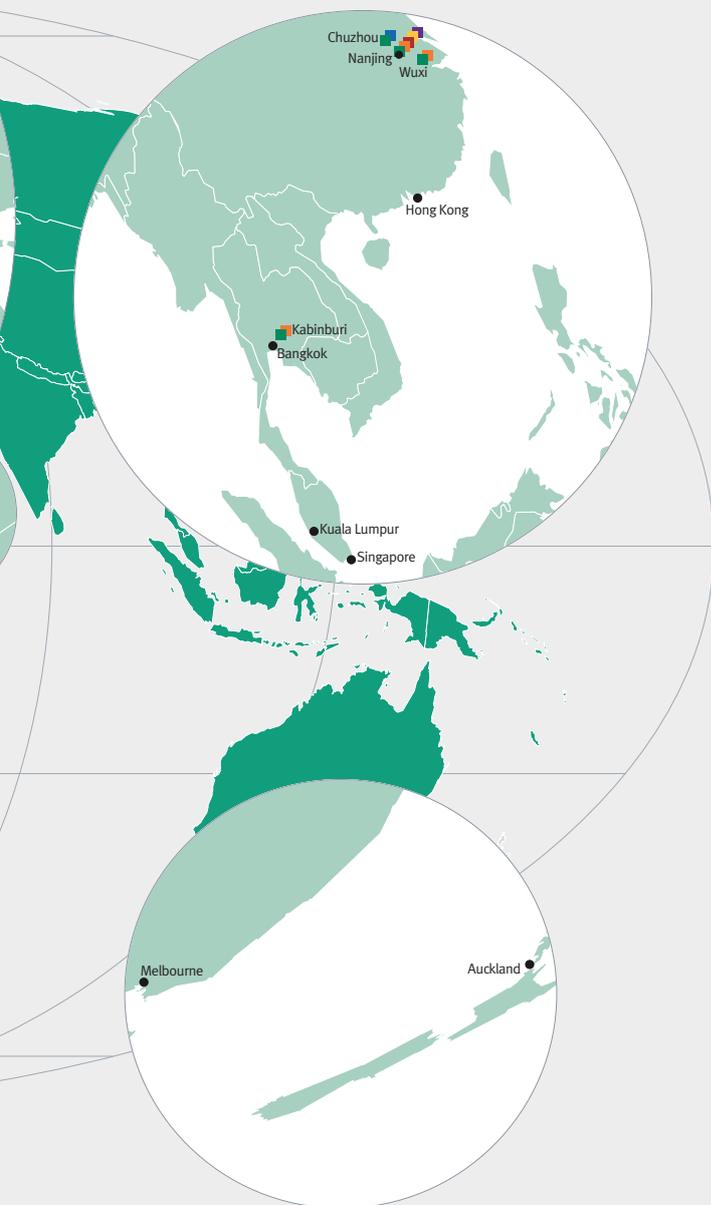
* As published in the 2007 Sustainability Report



Sites certified under ISO 14001

Brazil:	■ Hortolândia
China:	■ Wuxi ■ Chuzhou ■ Nanjing
Germany:	■ Bad Neustadt ■ Berlin ■ Bretten ■ Dillingen ■ Giengen ■ Nauen ■ Traunreut
France:	■ Lipsheim
Greece:	■ Athens

Poland:	■ Łódź
Slovakia:	■ Michalovce
Slovenia:	■ Nazarje
Spain:	■ Esquiroz ■ Estella ■ La Cartuja ■ Montañana ■ Santander ■ Vitoria
Thailand:	■ Kabinburi
Turkey:	■ Çerkezköy
USA:	■ New Bern



- Group Headquarters
- Subsidiaries

Factories

- | | |
|--------------------------|---------------------|
| ■ Cooking | ■ Washing/Drying |
| ■ Refrigeration/Freezing | ■ Consumer Products |
| ■ Dishwashing | ■ Motors, Pumps |

Wide-coverage sales and customer service network

As at March 2009

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General information and ordering the following reports:

- Konzern-Geschäftsbericht 2008
- Group Annual Report 2008
- Verantwortung für Umwelt und Gesellschaft 2008
- Environmental and Corporate Responsibility 2008

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