

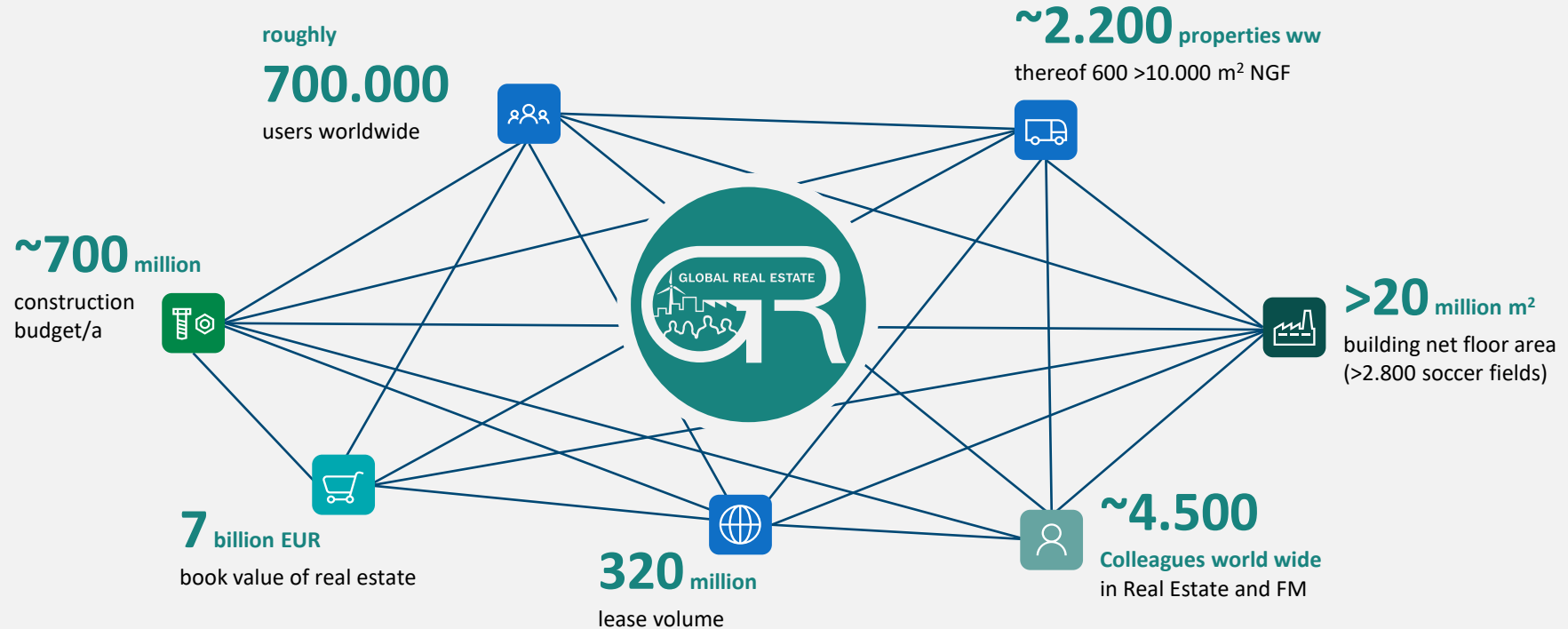


Our way to Global Real Estate (GR)

05.2023

Global Real Estate

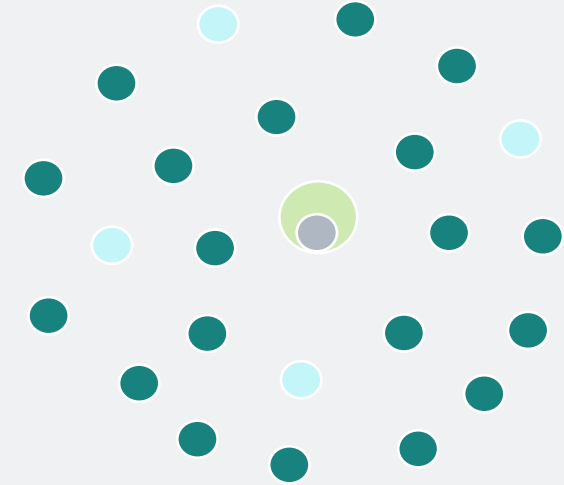
Facts and Figures Real Estate and FM @ Bosch



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GR is a significant Transformation Project

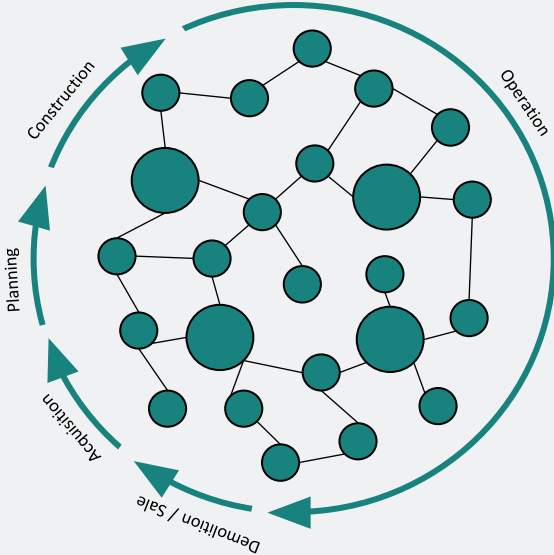
Real Estate @ Bosch until 2021



- Corporate governance function
- Corporate service function
- Regional Headquarters FM
- Local FMs (Plants, Divisions, ...)

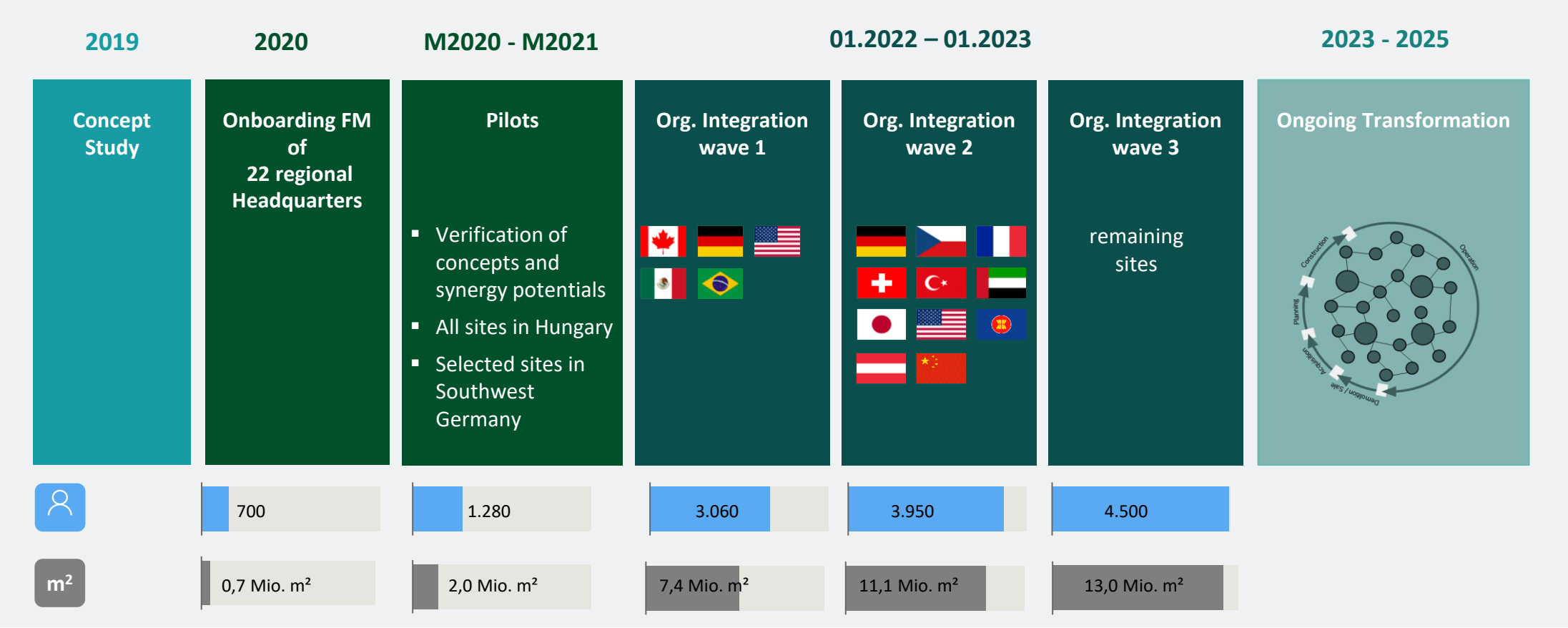
Significant synergy effects after stabilization

GR Organization

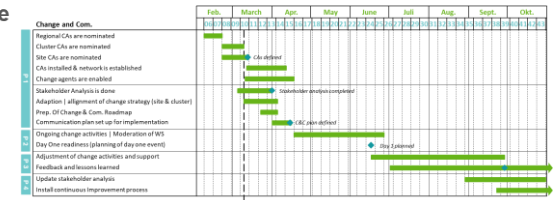
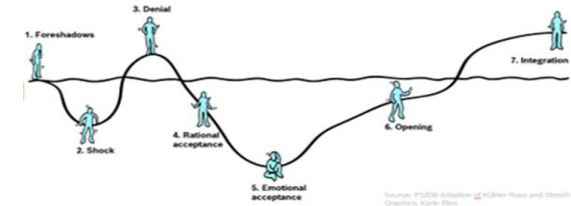
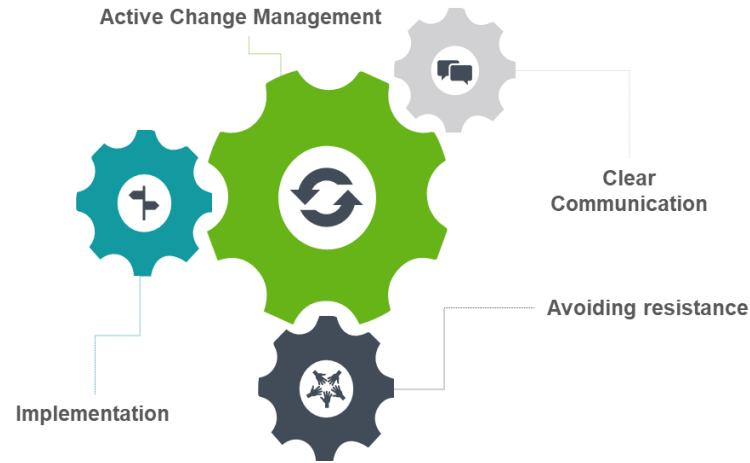
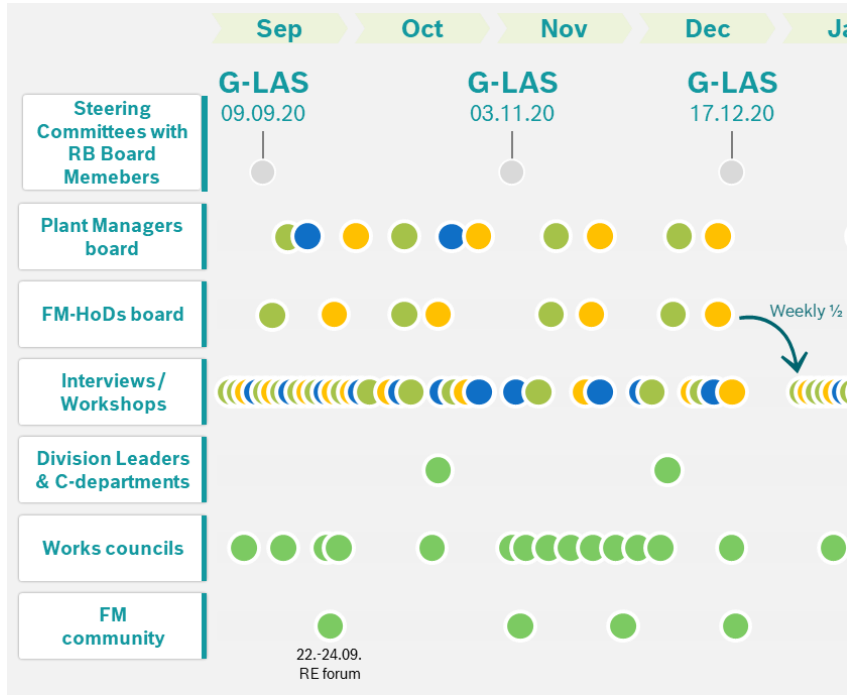


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GR Establishment and Transformation



Global Real Estate Involvement of Stakeholders and Change Management



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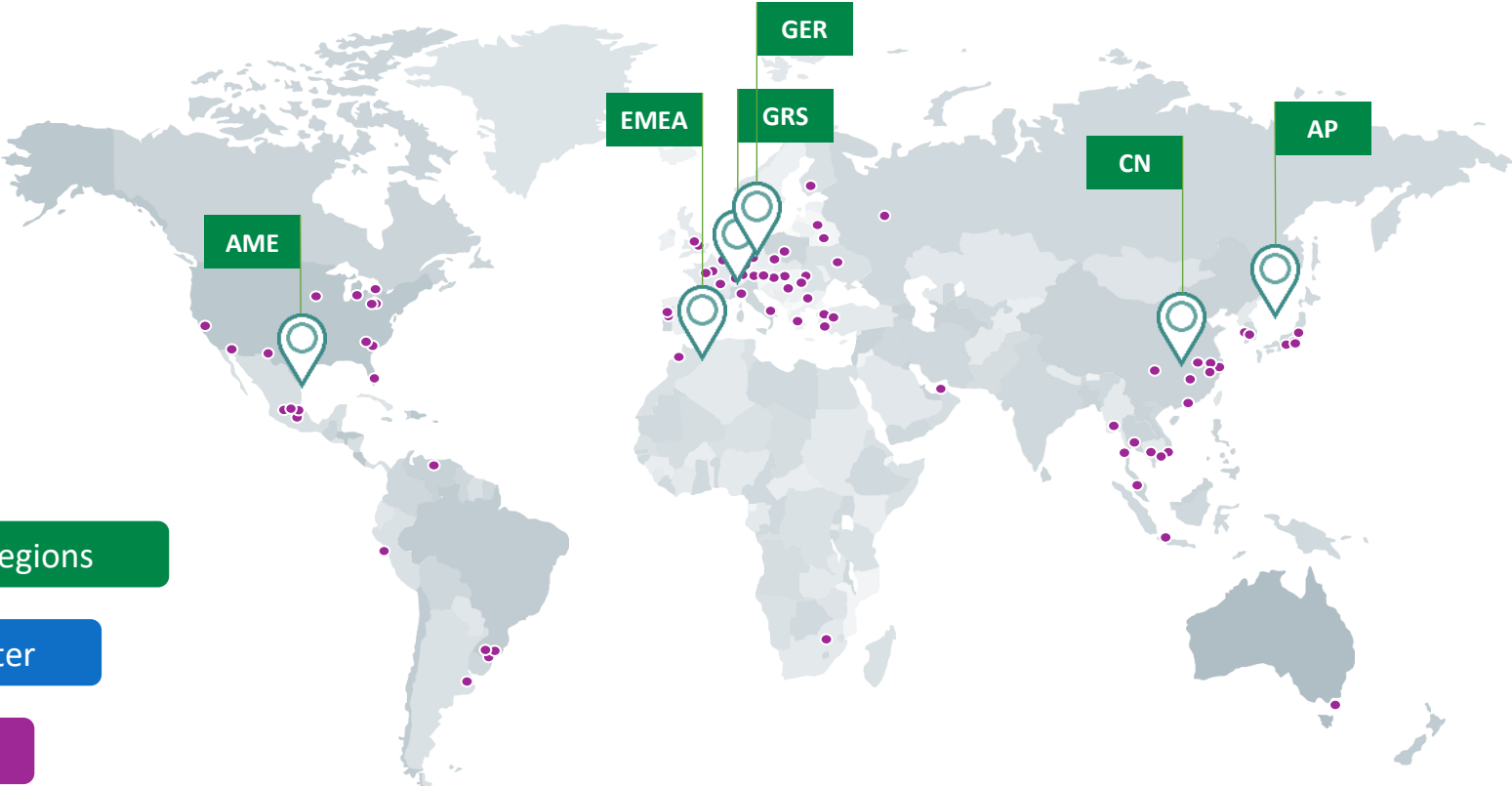
GR's Global Footprint



6 GR regions

44 GR cluster

177 GR sites

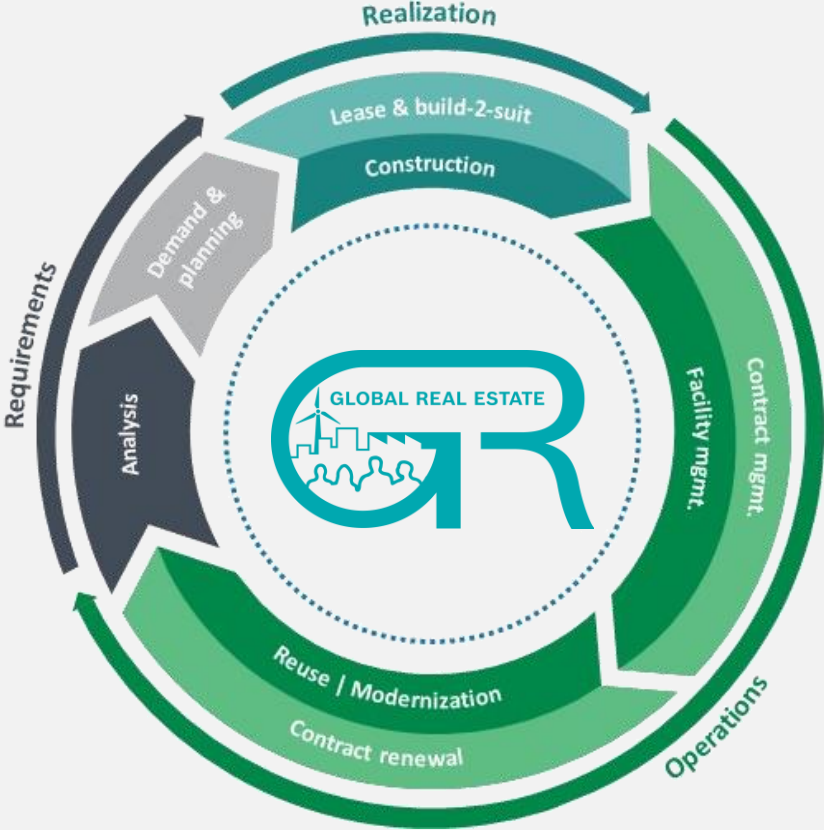


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GR Performance – Cost Efficiency along the Lifecycle

It's not just budget cutting, but...

-  collaboration across divisions and sites
-  bundling of activities
-  standardization and knowledge sharing
-  changing from a local to a connected FM world



... and we do that in the fields of...

- space management 
- FM and operations 
- projects 

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GR Performance – Targets and Saving Measures




Cost structure in Facility Management

Transparency of cost categories: personnel cost, external maintenance cost, utilities, lease, depreciation, others



Saving Measures

Elaboration of savings initiatives

- space management 
- FM and operations 
- projects 

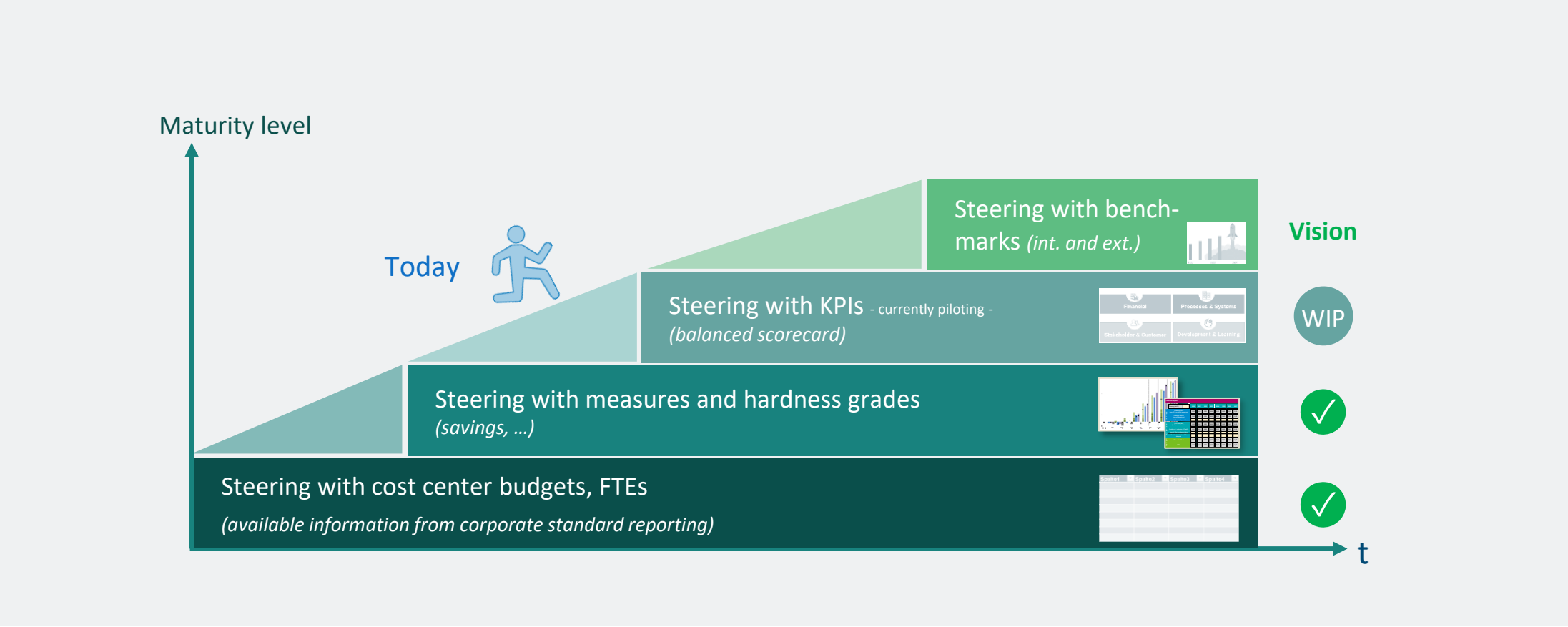
Saving Targets until 2025

Clear measure planning and way forward to achieve the targets



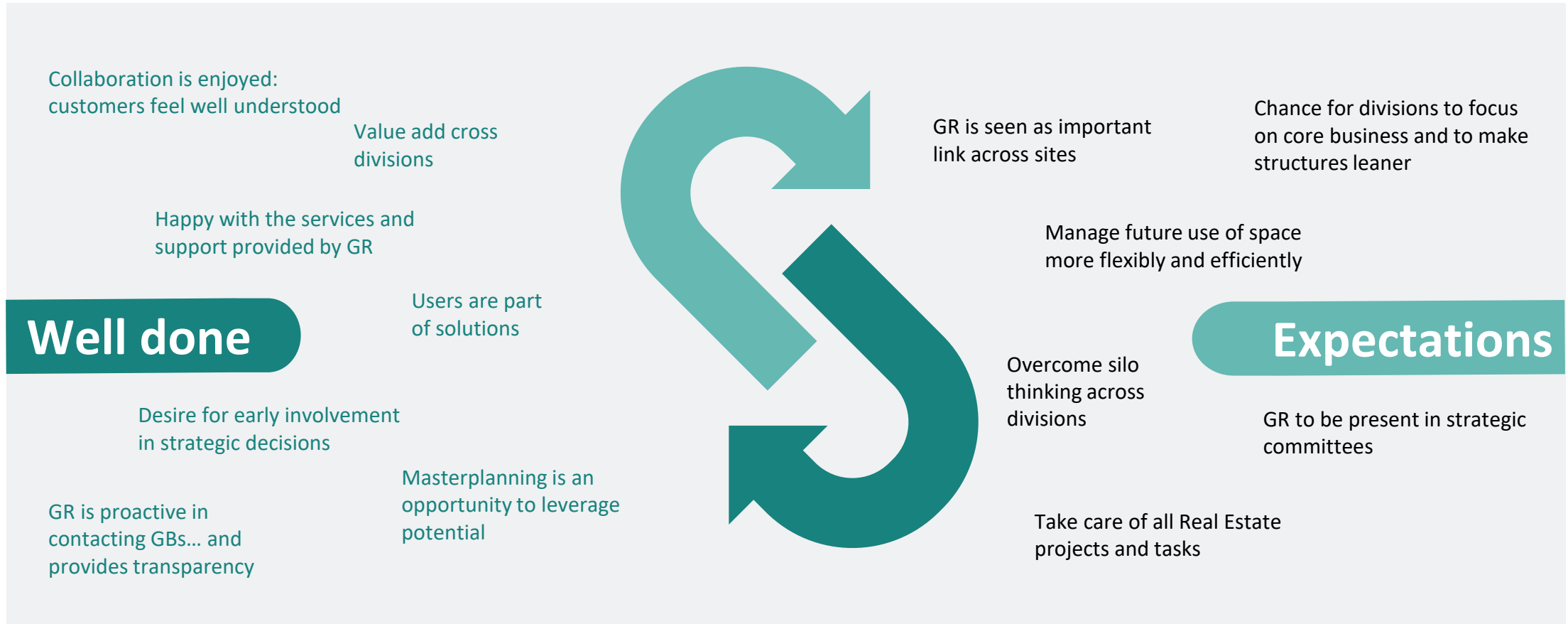
Year	Overall GR contribution	Measures in place	Target per year
2022	High	Low	Low
2023	High	Medium	Medium
2024	High	Medium	Medium
2025	High	Medium	High

Global Real Estate Performance Management Evolves over Time

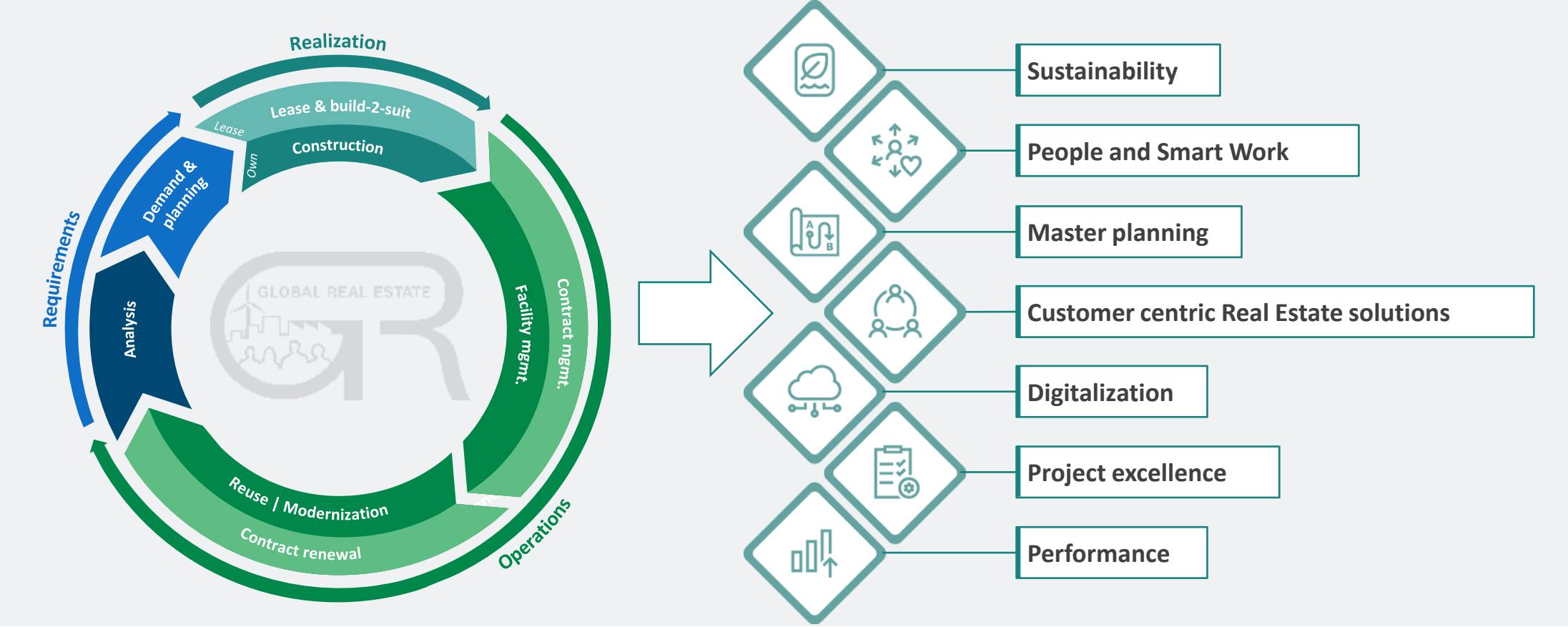


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Qualitative Feedback on GR from Bosch-internal Stakeholders



Global Real Estate Outlook – Our Strategic Fields for Progress





Thank you!