

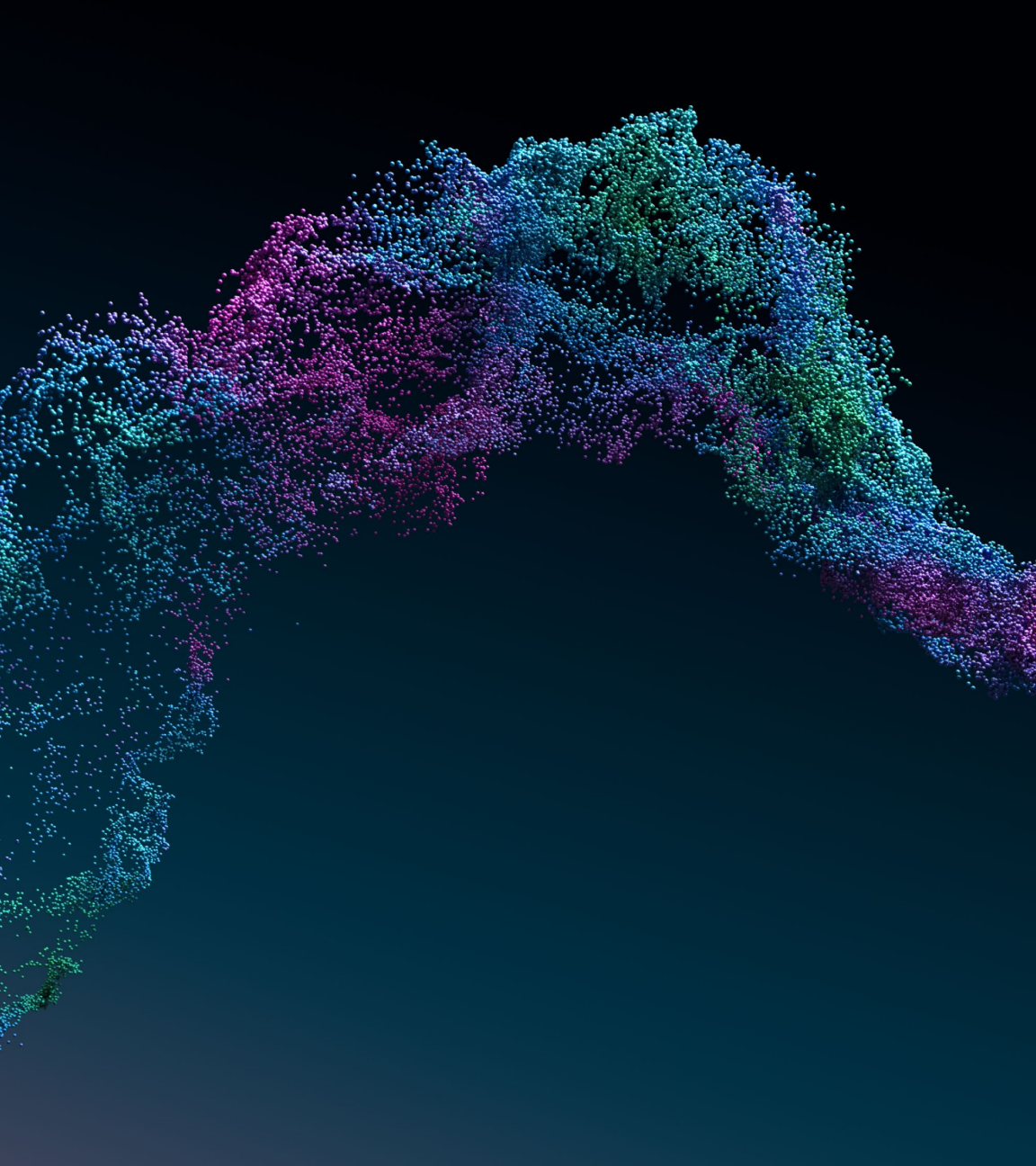
An abstract, flowing trail of small, multi-colored particles (pink, purple, blue, and green) moves from the top left towards the bottom right across a dark blue background. The particles are densely packed in some areas and more sparse in others, creating a sense of motion and depth.

# Bosch Home Comfort Group

Company Presentation

**Our customers' needs  
are evolving towards  
year-round comfort, well-  
being, and new heating  
and cooling solutions.**





**To drive this transformation,  
we are positioning ourselves  
globally.**

That's why we have acquired  
the residential and light  
commercial HVAC business  
from Johnson Controls and the  
Johnson Controls-Hitachi Air-  
Conditioning joint venture in  
2025.

# New era for the Bosch Home Comfort Group

Together we leverage the power of our brands, products, and regions to advance climate comfort solutions.

# Figures



Around **4.4 bn €**

Sales in 2025, excluding the newly acquired units



International **production and development**  
network

at more than **50** locations



Following the **acquisition** of the  
residential and light commercial HVAC  
business of Johnson Controls and the  
Johnson-Controls-Hitachi Air-Conditioning  
joint venture



Around **24 000**

Associates worldwide as of December 31, 2025

# Our Executive Management



**Birte  
Lübbert**

Chief Operating  
Officer

**Ulrich  
Lissmann**

Regional President Asia  
Pacific (APAC)

**Maria  
Zesch**

Regional President Europe,  
Middle East and Africa  
(EMEA)

**David  
Budzinski**

Deputy President of the  
Executive Management, and  
Regional President Americas  
(AME)

**Jan  
Brockmann**

CEO, President of the  
Executive Management

**Stephan  
Lampel**

Chief Financial Officer

**Nora  
Klug**

Chief People and  
Governance Officer

# We develop and manufacture internationally in Europe, America and Asia

## AME

Cienega  
Dallas  
Fort Lauderdale\*  
Norman  
Sao Paulo  
Wichita

## EMEA

|              |                 |
|--------------|-----------------|
| Aveiro       | Manisa          |
| Barcelona    | Saint Thegonnec |
| Clay Cross   | Tranås          |
| Deventer     | Wernau          |
| Drancy       | Wetzlar         |
| Eibelshausen | Wettringen      |
| Krnov        | Worcester       |
| Lollar       |                 |

## APAC

|            |           |
|------------|-----------|
| Bangi      | Shanghai* |
| Guangzhou* | Subic     |
| Gujarat    | Tochigi   |
| Luzhu      | Tokyo     |
| Qingdao*   | Wuhu      |
| Rayong     | Wuxi      |

\* Fort Lauderdale: Joint Venture with Carrier, majority share  
Guangzhou: Joint Ventures with Wanbao, majority shares  
Qingdao: Joint Venture with Hisense, minority share  
Shanghai: Joint Venture with Wanbao, minority share; additionally: owned Bosch HC location

A woman with dark curly hair in a factory setting is working on a large, black, cylindrical component of an electric heat pump. She is wearing a dark blue t-shirt and white gloves with 'HyFlex' and '38V' printed on them. She is using a blue and black Bosch power tool, a cordless drill, to work on the internal components of the heat pump. The background shows a large industrial facility with various pipes, cables, and structural elements.

**Our focus: electric  
heat pumps and air  
conditioning  
systems.**



**In the EMEA region customer needs vary greatly based on regional differences.**



**Heat pumps & hybrid systems**

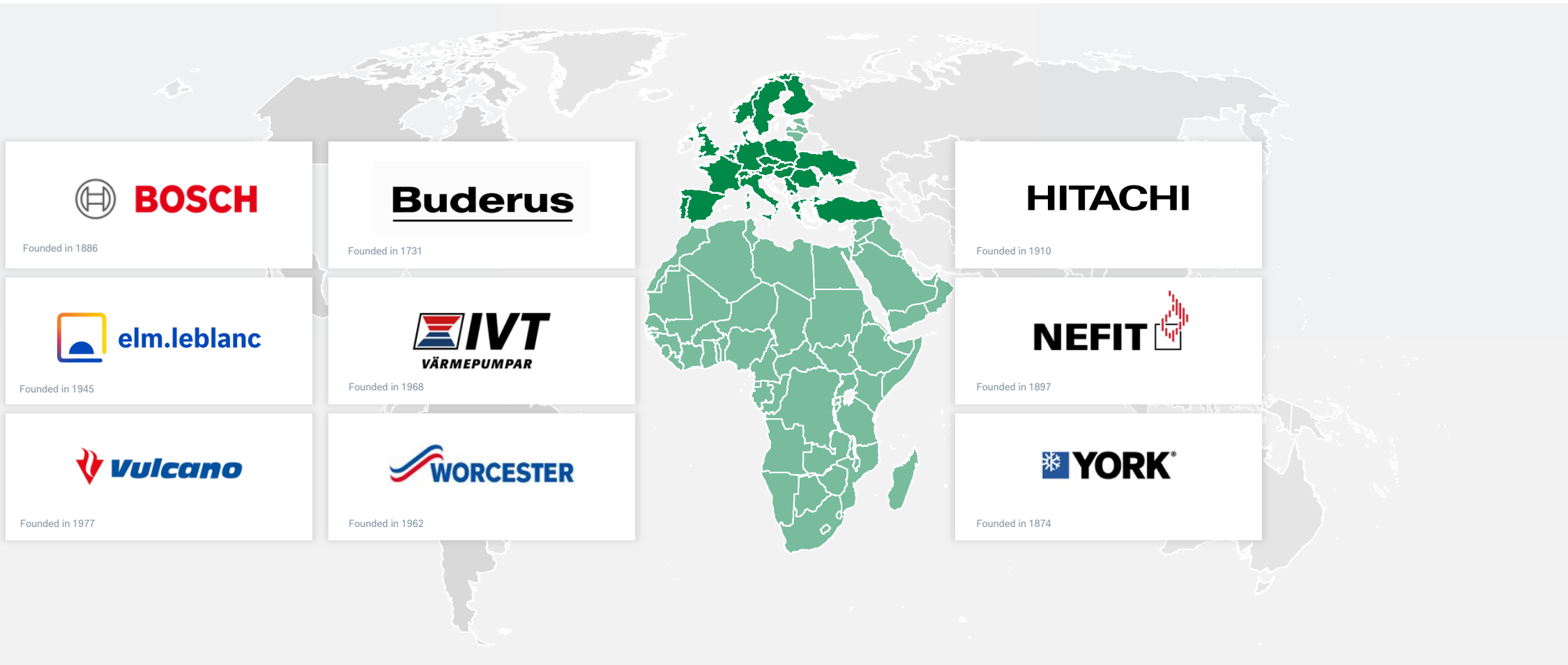


**Residential hot water heaters**



**Air conditioning solutions**

# Our strong brands in the EMEA region



YORK® is a registered trademark of Johnson Controls International plc and its affiliated companies. Used under license.

Hitachi Cooling & Heating products are manufactured and sold by Bosch Home Comfort Group.



**In Asia Pacific (APAC) we offer both cooling and heating solutions that can be flexibly adapted to specific needs.**



**Ductless  
residential solutions  
for heating and cooling**



**Ductless systems for  
light commercial  
buildings (VRF)**



**Heat pumps & hybrid  
systems**

# Our strong brands in the APAC region



Founded in 1886

## HITACHI

Founded in 1910



Founded in 1874

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**North and Latin America (AME) are characterized by a wide range of climatic conditions. In the USA, the focus is on ducted solutions.**

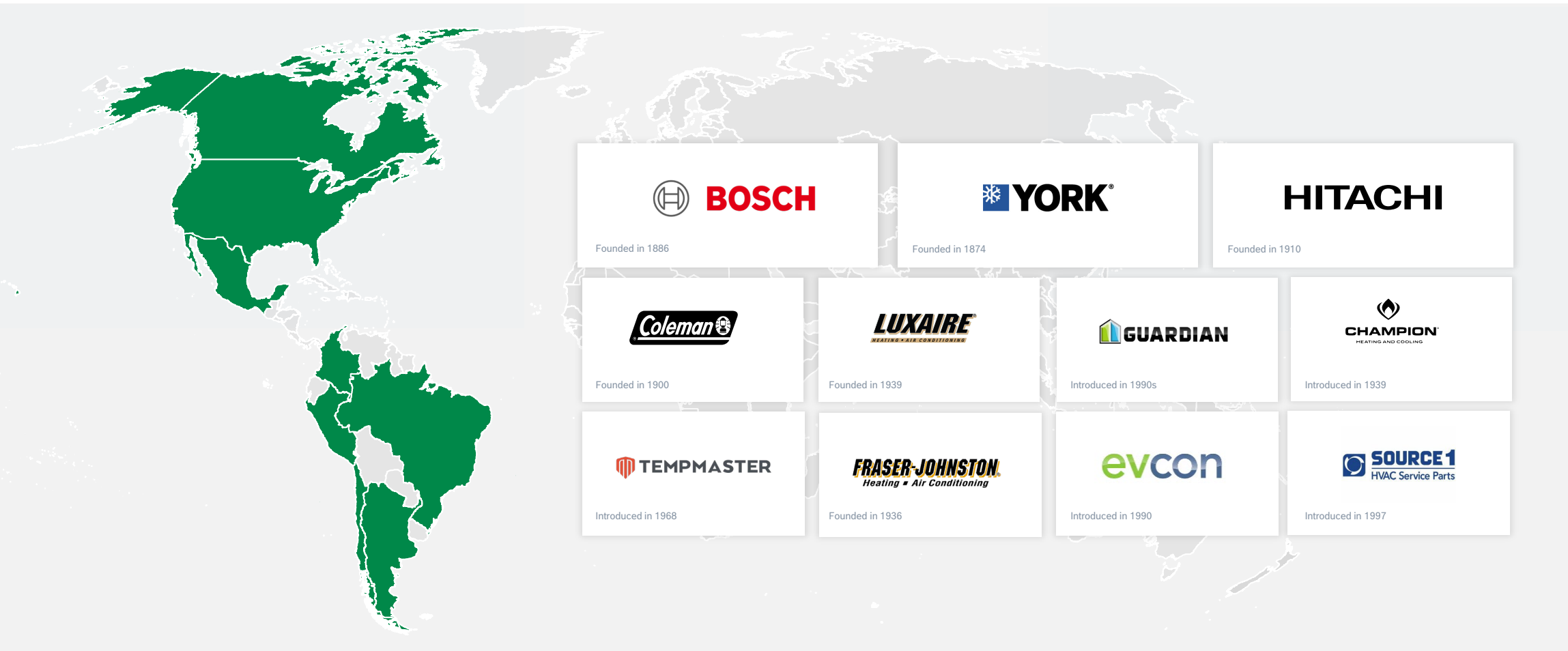


**Ducted climate solutions for residential and light commercial buildings**



**Ductless climate solutions for residential and light commercial buildings**

# Our strong brands in the AME region



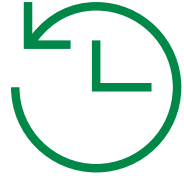
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# Customer-centric service through our regional networks:



**Excellent  
service**



**High  
availability**



**International  
service technician network**



AI-generated



**... and our worldwide partner network.**



**Partner program  
& incentives**



**Qualification &  
technical support**



**Tools, services &  
apps**



**Efficient solutions &  
processes**

# Solutions and services for comfort across different homes and climates:



**Cost reduction**



**Comfort & well-being**



**Simplifying everyday life**





# Bosch Home Comfort Group