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Annual financial results 2025

Bosch achieves record sales in Japan for fourth consecutive year

Growth driven by portfolio expansion and mobility business

- ▶ The 2025 business year: consolidated sales reached a record 460 billion yen.
- ▶ Expanding business portfolio in Japan through the integration of the HVAC business.
- ▶ Mobility business grows with new projects in software-defined vehicles and advanced driver assistance systems (ADAS).
- ▶ “Glocal” strategy delivers tailored solutions for Japanese automakers in domestic and global markets.
- ▶ Contributing to the creation of a more vibrant community in Japan through development of a plaza space under the elevated railway tracks between Center-Minami and Center-Kita Stations.

Yokohama, Japan – Bosch, a leading global supplier of technology and services, ended its 2025 fiscal year in Japan with approximately 460 billion yen (around 2.7 billion euros) in consolidated sales to third parties in Japan, an increase of 7 percent year-on-year. This marks the fourth consecutive year of record-breaking sales, achieved through the stable growth of its core mobility business and the successful expansion of its business portfolio with the acquisition of the HVAC business in the previous year.

In the mobility business, Bosch secured multiple new businesses in the software and advanced driver assistance systems (ADAS) domains during the past year. To build on the significant business growth driven by its local manufacturing, Bosch is further strengthening its production footprint in Japan. A new production line for the 10th generation Electronic Stability Program (ESP®) at the Tochigi Plant has started operations in April 2026, further enhancing Bosch’s ability to supply advanced safety systems directly to its customers in Japan. “Bosch’s strengths both in hardware and software continue to provide strong support for its mobility business,” said Christian Mecker, president and representative director

of Bosch Corporation, Japan, at the annual press conference. “The acquisition of the HVAC business last year has created a more balanced portfolio, establishing a robust foundation for stable growth in Japan. In 2026, Bosch will leverage this momentum and expect to expand its sales in Japan.”

The number of associates employed at the Bosch Group in Japan stood at around 7,100 as of December 31, 2025.

Leveraging “glocal” strengths to deliver cutting-edge technology

Bosch utilizes its global network and local expertise – a “glocal” approach – to support Japanese automakers worldwide and offer a wide range of solutions, from enhancing the in-vehicle experience for end users in Japan to supporting Japanese automakers with global operations.

For example, Bosch is currently developing an **AI-powered cockpit** in Japan which is optimized specifically for Japanese end users. It operates in close coordination with infotainment, ADAS, and other vehicle domains, and is designed as a solution that harmonizes the overall vehicle experience. Bosch’s AI-powered cockpit functions as a partner that understands user’s behaviors and preferences, anticipates their needs, and provides support without requiring a wake word for activation. For example, it can respond to in-vehicle conversations such as “It’s getting warm,” automatically adjusting the air conditioning to ensure passenger comfort. In addition, the system incorporates concepts deeply rooted in Japanese culture, such as sensing “timing” in conversation and adapting to the “situation” in the vehicle. The Bosch AI-powered cockpit goes beyond a conventional voice-operated interface, delivering a personalized in-vehicle experience for drivers and passengers alike.

In addition, Bosch is proceeding with the development of new features aligned with end user needs, under the comprehensive software system solution, **Vehicle Motion Management**, which conducts integrated control of multiple actuators for vehicle control. Bosch is now introducing the new “**cruise control off-road**” motion feature within Vehicle Motion Management. This system eliminates the need for driver pedal operation on off-road surfaces such as mountain trails, rocky terrain, and unpaved roads, instead using software to optimally control drive and braking force. This enables stable, low-speed driving even in demanding off-road environments. As a result, drivers can focus on steering without requiring advanced driving skills such as delicate accelerator control. The feature is intended for deployment in vehicles for the North American, Australian, and ASEAN markets, where SUVs and pickup trucks are predominant. Currently, Bosch’s team in Japan, Australia, and North America are collaborating on the development.

Meanwhile, in China, Bosch has developed the ADAS solution, **Point-to-point Navigation** for urban driving, which is already in the market. Point-to-point Navigation is a driver assistance function: once a destination is set in the in-vehicle navigation system, it enables the vehicle to support driving from the starting point to the destination including functions such as lane changes along the planned route. Bosch jointly developed this solution with Chinese company WeRide Technologies Co., Ltd. Bosch has verified that it is possible to achieve smooth and human-like driving behavior with minimal driver intervention, including lane changes and driving at intersections and pedestrian crossings. In addition, Bosch has been conducting public-road validation testing of the solution around Yokohama since May 2026. Bosch has been collecting data and driving experiments under Japan's complex traffic conditions. Bosch offers a wide range of advanced ADAS solutions to Japanese automakers that operates in the global markets.

Contributing to more vibrant community in Yokohama, Japan

Bosch is undertaking a range of community promotion initiatives along with Tsuzuki Ward under [a comprehensive partnership agreement to invigorate the local community](#) that it concluded with Tsuzuki Ward in Yokohama City. In November 2025, Bosch held free concerts performed by the Stuttgart Chamber Orchestra at Bosch Hall, inviting approximately 600 guests, primarily residents of Tsuzuki Ward. In addition, Bosch also held "Xmas Days" at Bosch Forum Tsuzuki*, offering workshops and other programs that helped foster a lively and engaging community atmosphere.

Building on this partnership, Bosch is embarking on a new "plaza development project" with the Yokohama City Transportation Bureau, utilizing the space under the elevated Yokohama Municipal Subway tracks next to Bosch Forum Tsuzuki. The plaza is targeted for completion in 2026. Following the completion, it will be operated by an operator to be selected by the Yokohama City Transportation Bureau, enabling integrated use for events in conjunction with Bosch Forum Tsuzuki. In addition, a brewery restaurant is scheduled to open next to café 1886 at Bosch on the ground floor of Bosch's headquarters after the winter of 2027 onward. Building on its strong relationship of trust with local government and the community, Bosch will continue to provide spaces for people to relax and gather, contributing to the creation of further vibrancy in the local community.

This year, Bosch marks the 140th anniversary of its founding in 1886, and the 115th anniversary of starting its operations in Japan, in Yokohama in 1911. Since its founding, Bosch has strived constantly to embody its corporate slogan, "Invented for life," and to evolve with the changing times. Bosch will continue to utilize its "glocal" strength – combining global expertise with deep local

knowledge – to promote initiatives for technological innovation that will enrich the lives of people worldwide.

Bosch Group: outlook for 2026 and strategic direction

In the face of geopolitical tensions and trade barriers, the Bosch Group intends to exploit the growth prospects in its global markets with full innovative strength in the 2026 business year. The necessary upfront investments in areas of future importance are set to remain at the high level of previous years. In 2025 alone, Bosch devoted some 12 billion euros to investments in research and development and to capital expenditure. The supplier of technology and services is planning sales growth of 2 – 5 percent and an EBIT margin from operations of 4 – 6 percent for 2026. “As a global technology leader, we are committed to shaping the trends of automation, digitalization, electrification, and artificial intelligence, as this also paves the way for profitable growth in our business,” said [Stefan Hartung](#), chairman of the board of management of Robert Bosch GmbH. Despite considerable challenges, Bosch was able to achieve sales revenue of 91.0 billion euros in the 2025 business year, slightly up on the previous year (2024: 90.3 billion euros). After adjusting for exchange-rate effects, this was equivalent to 4.1 percent growth. At 2 percent, the EBIT margin from operations was below the previous year’s figure (2024: 3.5 percent). Necessary structural and personnel adjustments to increase future viability had a considerable negative impact on the result in the form of provisions of 2.7 billion euros. “Bosch can deliver the future – even under unfavorable conditions. 2026 will be a year of progress,” said Hartung. When it comes to innovative strength, Bosch is one of the strongest industrial companies in the world and, with around 6,300 patents in 2025, one of the most prolific patent applicants in Europe. Hartung sees the expansion of innovation leadership as a key success factor for expanding business and implementing the company’s Strategy 2030.

**Bosch Forum Tsuzuki: A collective name for Bosch new corporate headquarters and Tsuzuki Ward Cultural Center (a.k.a. Bosch Hall), including the all-weather plaza located between the two facilities*

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Bosch in Japan is currently represented in the country by Bosch Corporation, Bosch Rexroth Corporation, Bosch Home Comfort Japan, Inc., and other affiliates. Bosch Corporation is responsible for the development, manufacturing, sales and services of automotive original equipment, automotive aftermarket products and power tools. Bosch Engineering K.K. provides engineering services, such as development and application for automotive systems. ETAS K.K. develops and provides engineering of development support tools of electrical control units. Bosch Rexroth Corporation develops and manufactures hydraulics, FA module components and other systems which contribute to industrial technologies. Bosch Home Comfort Japan, Inc. develops and manufactures Hitachi room air conditioners “Shirokuma-

kun.” In 2025, Bosch Japan achieved sales to third parties of some 460 billion yen and employed approximately 7,100 associates.

Additional information is available online at

<http://www.bosch.co.jp> Bosch Japan Website (Japanese)

<https://twitter.com/BoschJapan> Bosch Japan X (Japanese)

<https://www.facebook.com/bosch.co.jp> Bosch Japan Facebook (Japanese and English)

<https://www.youtube.com/boschjp> Bosch Japan Youtube (Japanese)

<https://www.linkedin.com/company/bosch-japan/> Bosch Japan LinkedIn (Japanese)

The Bosch Group is a leading global supplier of technology and services. It employs roughly 413,000 associates worldwide (as of December 31, 2025). The company generated sales of 91 billion euros in 2025. Its operations are divided into four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology. With its business activities, the company aims to use technology to help shape universal trends such as automation, digitalization, electrification, and artificial intelligence. In this context, Bosch’s broad diversification across regions and industries strengthens its innovativeness and robustness. Bosch uses its proven expertise in hardware, software, and services to offer customers cross-domain solutions from a single source. It also applies its expertise in connectivity and artificial intelligence in order to develop and manufacture intelligent, user-friendly, and sustainable products. With technology that is “Invented for life,” Bosch wants to help improve quality of life and conserve natural resources. The Bosch Group comprises Robert Bosch GmbH and its roughly 500 subsidiary and regional companies in over 60 countries. Including sales and service partners, Bosch’s global manufacturing, engineering, and sales network covers nearly every country in the world. Bosch’s innovative strength is key to the company’s further development. Bosch employs some 82,000 associates in research and development.

Additional information is available online at www.bosch.com, www.iot.bosch.com, www.bosch-press.com, www.twitter.com/BoschPresse.

Note: one Euro = 168.9731 JPY