

Bosch Group Corporate profile 2026

02 Table of contents

03 The Bosch Group

- 04 Selected key data
- 05 Bosch at a glance
- 07 Business sectors
- 08 Board of management
- 09 Fundamental information about the group
- 10 Sustainability

11 Robert Bosch Stiftung

13 The Bosch Group in Japan

- 14 The Bosch Group in Japan at a glance
- 15 Main Bosch Group locations in Japan
- 16 Bosch in Japan business areas
- 19 Bosch as an employer
- 20 Work LikeABosch: Working environment
- 21 Bosch and Tsuzuki Ward, Yokohama, conclude a comprehensive partnership agreement to invigorate the local community
- 22 Social contribution and sustainability initiatives
- 23 History of the Bosch Group in Japan

24 Contact information

The Bosch Group

Selected key data

SALES REVENUE

2025 +0.7%

€ **91.0**bn
¥ **15,371**bn

2024

€ **90.3**bn
¥ **14,801**bn

CAPITAL EXPENDITURE

2025

€ **4.1**bn
¥ **698**bn

2024

€ **5.1**bn
¥ **839**bn

BALANCE-SHEET TOTAL

2025

€ **116.3**bn
¥ **19,658**bn

2024

€ **112.8**bn
¥ **18,475**bn

EQUITY

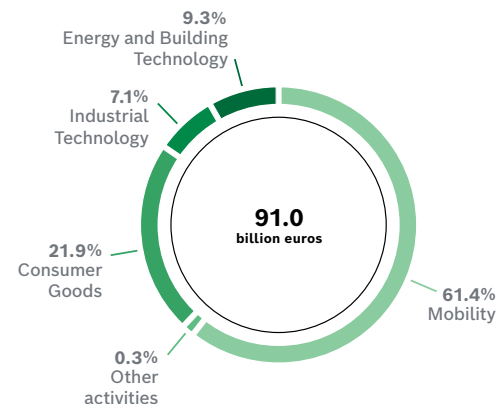
2025 41.6% AS A PERCENTAGE OF TOTAL ASSETS

€ **48.4**bn
¥ **8,180**bn

2024

€ **50.0**bn
¥ **8,190**bn

SALES REVENUE BY BUSINESS SECTOR PERCENTAGE FIGURES



RESEACH AND DEVELOPMENT COST

2025 8.7% AS A PERCENTAGE OF SALES REVENUE

€ **7.9**bn
¥ **1,332**bn

2024

€ **7.8**bn
¥ **1,279**bn

EBIT FROM OPERATIONS

2025 2.0% AS A PERCENTAGE OF SALES REVENUE

€ **1.8**bn
¥ **308**bn

2024

€ **3.1**bn
¥ **511**bn

HEADCOUNT AT DEC. 31

2025

413,000

2024

418,000



500

SUBSIDIARY AND REGIONAL COMPANIES IN OVER 60 COUNTRIES

05 Bosch at a glance

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 the 2025 fiscal year. Its business operations are divided into four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology. Through its business operations, the company wants to play a role in shaping universal trends such as artificial intelligence, digitalization, electrification, and automation from a technological perspective. Bosch's broad diversification across regions and industries strengthens its innovativeness and robustness.

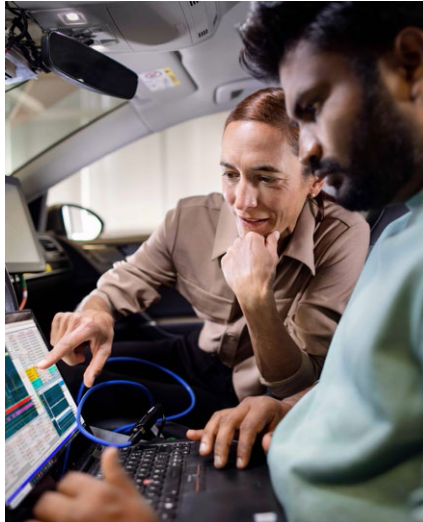
The company uses its proven expertise in hardware, software, and services to offer customers cross-domain solutions from a single source. It also applies its expertise in connectivity and artificial intelligence to develop and manufacture smart, user-friendly, sustainable products. With technology that is "Invented for life," Bosch wants to help improve quality of life, while conserving natural resources.

06 Bosch at a glance

The Bosch Group comprises Robert Bosch GmbH and its roughly 500 subsidiaries and regional companies in over 60 countries. Together with its sales and service partners, Bosch's global manufacturing, engineering, and sales network covers nearly every country in the world. Innovation is central to Bosch's continued development. Bosch employs some 82,000 associates in research and development around the globe.

The company was set up in Stuttgart in 1886 by Robert Bosch (1861–1942) as “Workshop for Precision Mechanics and Electrical Engineering.” The ownership structure of Robert Bosch GmbH protects the entrepreneurial freedom of the Bosch Group, making it possible for the company to plan over the long term and to undertake significant upfront investments to safeguard its future. Ninety-four percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a company with limited liability and a charitable purpose. The remaining shares are held by Robert Bosch GmbH and a company owned by the Bosch family. The majority of voting rights are held by Robert Bosch Industrietreuhand KG. It is entrusted with the task of safeguarding the company's long-term existence and in particular its financial independence – in line with the mission handed down in the will of the company's founder, Robert Bosch.

07 Business sectors



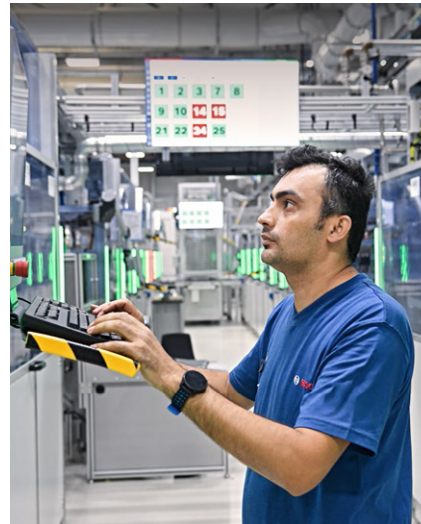
Mobility

- **Bosch eBike Systems**
- **Cross-Domain Computing Solutions**
- **Electrified Motion**
- **Mobility Aftermarket**
- **Mobility Electronics**
- **Power Solutions**
- **Vehicle Motion**

- Bosch Engineering GmbH
- ETAS GmbH
- ITK Engineering GmbH
- Two-Wheeler and Powersports

Industrial Technology

- **Drive and Control Technology¹**
- Bosch Connected Industry
- Robert Bosch Manufacturing Solutions GmbH



Energy and Building Technology

- **Building Technologies**
- **Home Comfort**
- **Bosch Global Service Solutions**

- Robert Bosch Smart Home GmbH

Consumer Goods

- **Power Tools**
- **BSH Hausgeräte GmbH**



Other activities

- Bosch Business Innovations GmbH
- Robert Bosch Venture Capital GmbH
- Value Accelerator & Portfolio Companies

1. Bosch Rexroth AG (100% Bosch)

08 The Bosch Board of management Overview



Dr. Stefan Hartung

Chairman of the board of management

Technology and Innovation



Dr. Christian Fischer

Deputy chairman of the board of management

Consumer Goods business sector



Dr. Frank Meyer

Member of the board of management

Energy and Building Technology business sector

Quality



Dr. Markus Heyn

Member of the board of management

Mobility business sector



Dr. Markus Forschner

Member of the board of management

Finance and Performance



Stefan Grosch

Member of the board of management

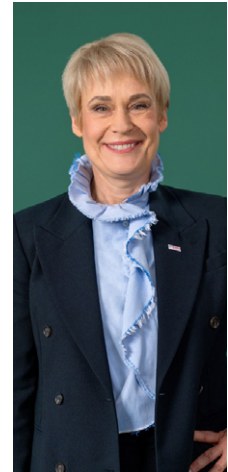
Human Resources, Legal, Compliance and Sustainability



Dr. Tanja Rückert

Member of the board of management

Industrial Technology business sector
Digital Business and Services



Katja von Raven

Member of the board of management

Business Services and Real Estate

09 Fundamental information about the group

The group and organization

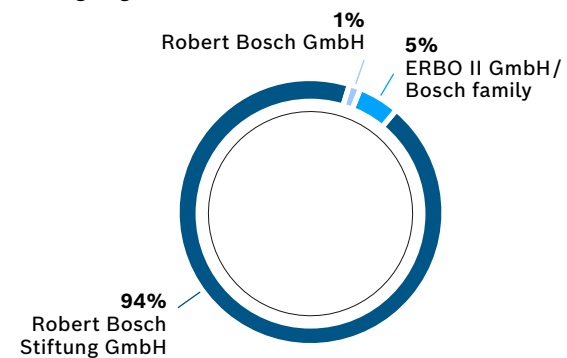
The Bosch Group is a global supplier of technology and services. It generates more than half its sales revenue outside Europe. The Bosch group encompasses around 500 fully consolidated subsidiaries and regional companies in more than 60 countries. The parent company is Robert Bosch GmbH, which is domiciled in Stuttgart, Germany. It started out as “Workshop for Precision Mechanics and Electrical Engineering,” founded in Stuttgart in 1886 by Robert Bosch (1861–1942). Robert Bosch Stiftung GmbH has been the majority shareholder in Robert Bosch GmbH since 1964.

A company with limited liability and a charitable purpose, Robert Bosch Stiftung GmbH holds roughly 94 percent of the share capital, but has no influence on the strategic or business orientation of the Bosch Group. A further roughly 5 percent of the share capital is held by the non-profit company ERBO II GmbH, established by the founder’s descendants, and some 1 percent by Robert Bosch GmbH itself. Of the voting rights, some 93 percent are held by Robert Bosch Industrietreuhand KG, which itself holds a capital share of 0.01 percent. The approximately 7 percent of voting rights remaining are held by the founder’s descendants. This ownership structure protects the Bosch Group’s entrepreneurial independence.

With a workforce of more than 412,774 associates worldwide at year-end 2025, the Bosch Group is divided into four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology. Reporting is segmented in the same way.

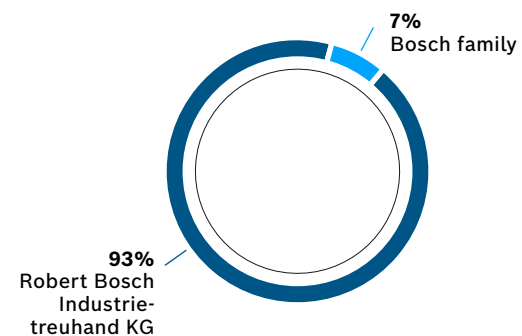
Shareholders of Robert Bosch GmbH

Shareholding
percentage figures



Shareholders of Robert Bosch GmbH

Voting rights
percentage figures



Sustainability

Our ambition: by acting in an economically, environmentally, and socially responsible manner, we want to improve people's quality of life and safeguard the livelihoods of present and future generations.

Climate action

- 1 | Reducing CO₂ emissions
- 2 | Energy efficiency and renewable energies

It is Bosch's ambition to be a climate action pioneer – advancing the expansion of renewables and striving continuously for energy efficiency.

Health

- 1 | Occupational health and safety
- 2 | Substances of concern

Bosch contributes to people's health – with innovative products and services and by avoiding harm to people and the environment in its own production processes.

Human rights

- 1 | Responsibility
- 2 | Transparency

Bosch takes on responsibility and is sensitive to human rights being respected – along the entire value chain.

Governance

- 1 | Business ethics
- 2 | Privacy

Compliance with the principle of legality as well as responsible and fair business practices are part of the Bosch values and a top priority for our company.

Water

- 1 | Water scarcity
- 2 | Water quality

For Bosch, water is a resource to be treated sparingly. Regions in which water is scarce are a special concern.

Circular economy

- 1 | Materials efficiency
- 2 | Second life

Bosch is reducing its ecological footprint and striving to create social benefit. In this endeavor, Bosch takes its lead from the circular economy principle.

People

- 1 | Employer of choice
- 2 | Diversity, equity, and inclusion

Attractive working conditions qualify Bosch as an employer of choice. Diversity, equity, and inclusion are key to long term success in business.

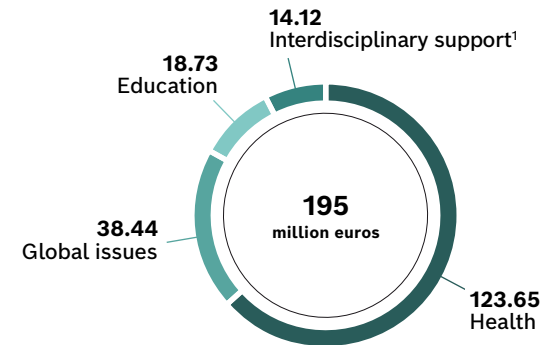


For more information about what Bosch is doing for sustainability, go to: sustainability.bosch.com

Robert Bosch Stiftung

- 12 Since it was established in 1964, Robert Bosch Stiftung GmbH, a company with limited liability and a charitable purpose, has been carrying on the company founder's public welfare endeavors. For more than 60 years, it has been making a contribution to a just and sustainable future with the funding it provides. It is non-profit, independent, and non-partisan. Its origins go back to the legacy of Robert Bosch. The entrepreneur and philanthropist formulated a dual mission of securing the company's future and continuing his social commitment. The Stiftung funds projects relating to global issues, health, and education, acting both locally and globally.

2025 funding
in millions of euros



1. Of which 4.35 m euros to Ukraine

The Bosch Group in Japan

14 The Bosch Group in Japan at a glance

Bosch marks its 115 year of operations in Japan this year, having started in 1911. Since then, the Bosch Group has established a solid foundation in four business areas (Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology) and has provided Japanese customers with services and products to meet their needs. By providing innovative solutions to realize the Bosch Group's corporate slogan, "Invented for life" in these business areas, the group strives to improve the quality of life for Japanese society.

As of Dec. 31, 2025



Main Bosch Group locations in Japan

15

Main Bosch Group locations in Japan

**Bosch Corporation** : Head Office (Yokohama)

Technical Center Memanbetsu, Tochigi Plant, Shiobara Proving Ground, Utsunomiya Office, Higashimatsuyama Plant, Yorii Plant, Musashi Plant, Yokohama Office, Hamamatsu Office, Toyota Office, Osaka Office, Hiroshima Office, Kanda Site

Bosch Rexroth Corporation : Head Office (Yokohama)

Tsuchiura Plant, Hägglunds Sales/Yokohama Service Center, Nagoya Sales Office/Nagoya Service Center, Osaka Sales Office

ETAS K.K. : Head Office (Yokohama)

Utsunomiya Office, Nagoya Office, Hiroshima Office

ITK Engineering Japan Inc. : Head Office (Tokyo)**Bosch Global Software Technologies Ltd.** : Head Office (Yokohama)**Bosch Home Comfort Japan Inc.** : Head Office (Tokyo), Tochigi Plant**Bosch Corporation – Subsidiaries**

Fuji Aitac Co., Ltd.
 Gunma Seiki Co., Ltd.
 F.A. Niigata Co., Ltd.
 Kanto-Seiatsu Kogyo Co., Ltd.
 Bosch Engineering K.K.
 Bosch Service Solutions Corporation

Overseas

Bosch Automotive Thailand Co., Ltd.

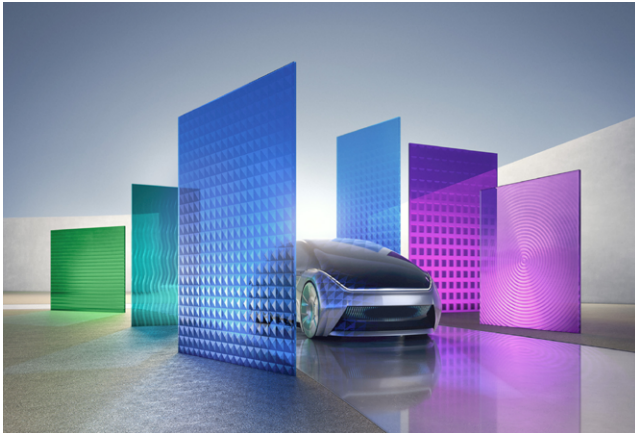
Mobility Solutions
 Energy & Building Technology

Industrial Technology
 Consumer Goods

16 Bosch in Japan business areas

In Japan, as well, Bosch operates across four business sectors: Mobility, Industrial Technology, Energy and Building Technology and Consumer Goods.

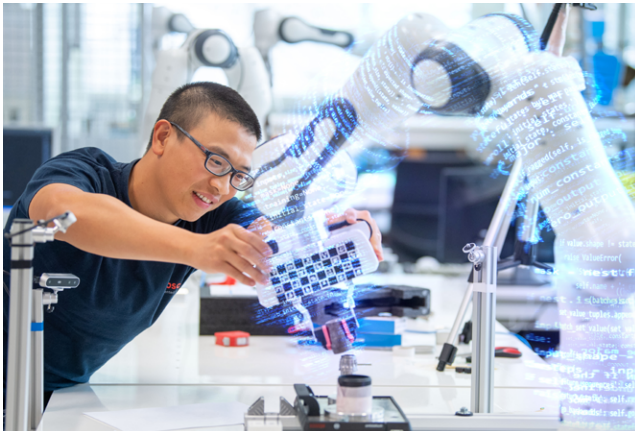
Mobility



Energy and Building Technology



Industrial Technology



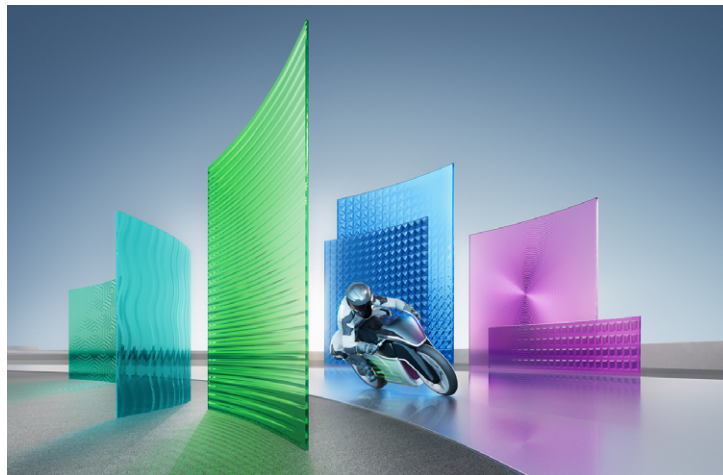
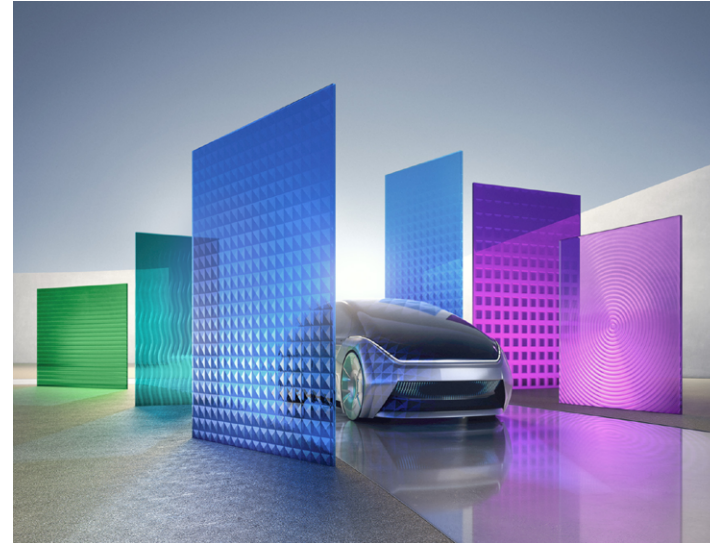
Consumer Goods



Mobility

In Japan, Mobility also accounts for the greatest sales among four business sectors. The Mobility business sector pursues a vision of mobility that is safe, sustainable, and exciting. For its customers, the outcome is integrated mobility solutions.

The business sector's main areas of activity are injection technology and powertrain peripherals for internal-combustion engines, diverse solutions for powertrain electrification, vehicle safety systems, driver-assistance and automated functions, technology for user-friendly infotainment as well as vehicle-to-vehicle and vehicle-to-infrastructure communication, repair-shop concepts, and technology and services for the mobility aftermarket. Bosch is synonymous with important automotive innovations, such as electronic engine management, the ESP anti-skid system, and common-rail diesel technology.



In addition, Bosch provides comprehensive solutions for two-wheelers and powersports vehicles by taking the advantage of expertise and competence of the passenger car technology domains, aiming to make riding safer, more efficient and fun.

Taking the roles of not only the global headquarters but also the engineering hub of assistance technology development, advanced technology research and system development, Japan leads the global businesses as well as the development of cutting-edge technologies.

Industrial Technology

Bosch Rexroth Corporation is responsible for industrial technology within the Bosch Group. It offers a wide range of manufacturing, sales, and services of hydraulic equipment and systems, as well as factory automation equipment and systems such as servo motors, inverters, tightening systems, conveyor systems, and welding machine controllers to various industrial sectors in Japan. Its hydraulic equipment and systems combine the power of hydraulics with the efficiency of electric components and controllers to meet diverse industrial needs. The company is also actively developing products that support the electrification and emissions reduction of construction machinery, as well as enhancing the safety of industrial



machinery. Furthermore, by developing IoT-enabled products, Bosch Rexroth is actively contributing to DX (Digital Transformation) and sustainability, thereby complementing its existing portfolio and supporting numerous customer projects.

Consumer Goods

Bosch is a global pioneer and a leader in technology innovation for power tools. Bosch launched the world's first portable power tool with a built-in motor in 1928. The company went on to create several world firsts, including demolition hammers, rotary hammers, and jigsaws, and in recent years developed the world's first cordless tool powered by a lithium-ion battery. Continuing even further, in the field of measuring tools featuring the latest technology, Bosch has created new markets such as a market for laser distance measurers. As a leading global brand with outstanding designs, Bosch is highly valued in the Japanese market. Customers know they can rely on Bosch power tools for their high quality and performance. Bosch will continue to deliver safe, high quality products through product development targeted at a wide range of user needs, from professional to DIY applications.



Energy and Building Technology

The Bosch Home Comfort Group provides high-efficiency heating, ventilation, and air conditioning (HVAC) solutions globally, tailored to regional needs. Following the acquisition of the residential and light commercial HVAC business from Johnson Controls and the Johnson Controls-Hitachi Air Conditioning joint venture in August 2025, the company significantly expanded the scale of its business. In Japan, Bosch Home Comfort Japan, Inc. develops and manufactures Hitachi room air conditioner "Shirokuma-kun".

The Bosch Global Service Solutions division focuses on mobility services and digital platforms for auto motive, fleet management, and logistics customers. Established in 2016, Bosch Service Solutions in Japan operates a 24/7 eCall call center. In the event of a traffic accident, the center receives automatic emergency calls from vehicles and coordinates rapid emergency responses in cooperation with public rescue organizations such as fire departments. In addition, a wide range of services—including IT solutions and business support—are provided in line with customer needs through the company's global network.



Bosch as an employer

Bosch culture

A unique and unusual management structure separating "management (voting rights) " and "shareholders (profit dividends) "

Bosch undertakes stable management research and development based on a long-term view. In addition, all profits that are not reinvested are returned to society through the foundation the Robert Bosch Stiftung. Furthermore, we have developed an environment conducive to innovative ideas by preserving independence in all fields of product development, and not aligning ourselves with any particular manufacturing group.

Global environment in which diverse personalities, experiences and ideas are respected

Diversity Equity Inclusion (DEI) is one of the key management strategies for Bosch operating in more than 150 countries and regions. The promotion of DEI is critical to meeting diverse customer and market needs and creating innovation. Bosch has been promoting DEI for many years. We also have a corporate culture that maximizes our potential and allows associates to communicate openly and equally with each other by engaging everyone with different experiences and perspectives and providing equal opportunities.



Recruitment site for New graduates
<https://saiyo.boschjapan-brandtopics.jp/>

Recruitment site for Mid-career
<https://saiyo.boschjapan-brandtopics.jp/mid-career/en/>

Recruitment site for interns
<https://saiyo.boschjapan-brandtopics.jp/intern/>

Flexible Work: a hybrid way of working, where the ratio of onsite work to remote work is shaped by the teams

Flexible Work is a hybrid "new way of working" driven by Bosch globally, combining onsite work and remote work. Through discussions with team members, associates can decide on the best way to work, including the onsite work rate. Bosch has been implementing "Home Office" since 2016, but instead of returning to the former way of working through the COVID-19 pandemic, we chose to implement a system that would allow associates to work more flexibly with confidence. The environment in which we can work based on mutual trust is the strength of Bosch itself.



Work LikeABosch: Working environment



A wide variety of programs to develop each individual's career.

Bosch values the learning of its associates. At Bosch, we offer around 300 training sessions across more than 110 different programs each year. From language courses and moderation training to AI, digital, and leadership programs, we provide a wide range of learning opportunities that support the growth of every associate. With over 9,600 total training participations each year, a culture of continuous learning is deeply embedded across Bosch.



Bosch's working style helps associates to enjoy a balance of both work and private time.

The paid leave usage rate continues to be around 100% every year. Bosch has an environment where both genders can balance childcare and work. Among the associates, 100% of female* and 70% of male* take childcare leave.

*As of 2025



At Bosch we believe that we all have a leadership role. In other words: "We lead Bosch".

We position leadership as a required competency for all associates, regardless of their position. We establish an environment in which associates can participate on their own initiative in a variety of company-wide activities.

21 Bosch and Tsuzuki Ward, Yokohama, conclude a comprehensive partnership agreement to invigorate the local community

Bosch Corporation concluded a "Comprehensive Partnership Agreement to Invigorate the Local Community" with Tsuzuki Ward, Yokohama, on November 19, 2024.

Through the partnership agreement, Bosch and Tsuzuki Ward, Yokohama, have strengthened their collaboration to further invigorate the local community.

Under the partnership agreement, Bosch's headquarters, the Tsuzuki Ward Cultural Center (official nickname: Bosch Hall) and the all-weather plaza between the two facilities is named "Bosch Forum Tsuzuki." The all-weather plaza, nicknamed "Platz," is available for public use and serves as a venue for a wide range of community events. Bosch and Tsuzuki Ward plan to undertake a variety of initiatives centered on Bosch Forum Tsuzuki in order to create a lively community and promote culture in Tsuzuki Ward.



Social contribution and sustainability initiatives

In the spirit of social service promoted by the company's founder, Robert Bosch, the Bosch Group engages in corporate social responsibility (CSR) activities.

Achieved Carbon Neutrality

With its more than 470 locations worldwide, the Bosch Group has been carbon neutral overall (scopes 1 & 2 of the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard) since 2020. This is achieved with four levers: improving energy efficiency, generating energy from renewable sources, purchasing green electricity, and offsetting residual CO₂ emissions with carbon credits. Visit sustainability.bosch.com for further information on the Bosch Group's sustainability strategy.



TABLE FOR TWO

The Bosch Group in Japan has been implementing the TABLE FOR TWO program since 2010. The program serves healthy meals at company cafeterias and donates part of the sales for school lunches in developing countries. The program aims to simultaneously help to eradicate hunger in developing countries and obesity and lifestyle diseases in advanced countries. When associates select one of the nutritionally balanced, low-calorie meals from the menu at the cafeteria, part of the money paid for the meal is donated.



Social Contribution Activities in the Local Communities

At the Bosch Group in Japan, each location takes the lead in engaging in a variety of activities aimed at fostering coexistence and mutual prosperity with the community. These activities include participation in local events, forest conservation activities, accepting visitors for tours, work experience programs, sports classes, and concerts.



STEAM Education

Bosch Corporation provides learning opportunities for children from various backgrounds, focusing on topics such as AI, IoT, mobility of the future. In 2024, the company held workshops for children in elementary schools and online under the theme "Thinking about future mobility".

The aim is to develop human resources who are interested in the latest technology and who will be able to use it in the future.



History of the Bosch Group in Japan

1911

Bosch expands into Japan. Bosch begins product sales and repairs through an agent.



1939

Diesel Kiki Co., Ltd. is started as a joint venture with engine manufacturers to produce diesel injection systems in Japan under license from Bosch.

1972

Founding of Robert Bosch (Japan) Ltd. (renamed to Bosch K.K. in 1985) as a 100% subsidiary of Bosch.



1990

Diesel Kiki Co., Ltd. changes its name to Zexel Corporation.

1992

Technical Center established in Yokohama as an R&D center.

1997

Bosch increases its equity stake in Zexel Corporation (13.9% → 30.1%), becoming the lead shareholder.

2000

Bosch K.K. and Zexel Corporation unify their automotive original equipment (OEM) businesses at Zexel Corporation, which is renamed to Bosch Automotive Systems Corporation.

2001

With the acquisition of Mannesmann Rexroth AG by Bosch in Germany, Rexroth Automation Corporation and Uchida Hydraulics Co., Ltd. are added to the Group in Japan.

2002

Integration of Bosch Automotive Systems Corporation, Bosch Braking Co., Ltd., and Bosch Electronics Corporation.

2005

Bosch K.K. is merged into Bosch Automotive Systems Corp., and the new company changes its name to Bosch Corporation.

Bosch Rexroth Automation Corporation and Uchida Hydraulics Co., Ltd. merged into Bosch Rexroth Corporation.

2008

Bosch Corporation becomes a wholly-owned subsidiary of the Bosch Group.

2010

Official opening of Bosch R&D center expansion in Yokohama and completion of vehicle Technical Center Memanbetsu expansion.



2015

Two-Wheeler & Powersports is established as an independent business division for the motorcycle business, with headquarters located in Yokohama.

Start of automated driving testing in Japan.

2016

Started providing eCall (emergency call) service in the Japanese market.

2019

Started first public road testing in Japan of Advanced Rider Assistance System for motorcycles.



2021

Launch of Cross-Domain Computing Solutions Division in Japan to provide a single source for software-intensive systems for future vehicle architectures

2022

Started construction of new headquarters and R&D facility and Tsuzuki Ward Cultural Center (tentative name) (Tsuzuki Ward, Yokohama City)

2024

Bosch Corporation relocates its headquarters office

Completion of new headquarters and R&D facility and Bosch Hall (Tsuzuki Ward Cultural Center).

2025

Bosch acquires residential and light commercial HVAC business from Johnson Controls and Hitachi. Accordingly, Johnson Controls-Hitachi Air Conditioning was renamed Bosch Home Comfort Japan, Inc.

Contact information

The Bosch Group's corporate headquarters can be contacted at the following addresses and telephone number:

Robert Bosch GmbH
Postfach 10 60 50
70049 Stuttgart, Germany

Phone +49 711 811-0
contact@bosch.com
www.bosch.com

Bosch Group Sustainability Report:
sustainability.bosch.com

Contact to Bosch Japan:
Phone:
0800 888 4000 (Free of charge)
+81-(0)45-605-3000 (From other countries)
contact@jp.bosch.com
www.bosch.co.jp

For press inquiries, contact the **corporate department Communications and Governmental Affairs**.
Bosch Media Service:
www.bosch-press.com

For information on career opportunities in the Bosch Group, contact the **corporate department Human Resources** at www.bosch.com/careers

Companies wishing to become suppliers to Bosch should contact the **corporate sector Global Business Services** at www.purchasing.bosch.com

For an **online version of the annual report**, go to: annual-report.bosch.com

