

# **Onwards**

Bosch Group  
Corporate profile 2023



We have the future in our sights, and the solutions we are working on orient to this.

Technology can't solve all the world's problems – but it can make a crucial contribution. Our response to climate change is to use Bosch technology to make our locations worldwide carbon neutral, and we are already working to achieve our next sustainability milestones. Our research and development is pressing ahead to establish the hydrogen economy and electromobility. In our view, it is our task to extend our technological expertise for the good of society – and in doing so to give rise to technology that is ever better and smarter. It's no coincidence that our strategic imperative is “Invented for life.”

“Onwards,” the title of this year's corporate profile, gives expression to this proactive mindset – a mindset that examines crises from all angles in order to help overcome them.

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# The Bosch Group



## Selected key data

	2022		2021	
	Figures in millions of euros	Figures in billions of yen	Figures in millions of euros	Figures in billions of yen
<b>Sales revenue</b>	<b>88,201</b>	<b>12,170.9</b>	<b>78,748</b>	<b>10,228.2</b>
percentage change from previous year	12.0		10.1	
percentage share of sales revenue generated outside Germany	80		80	
<b>Research and development cost</b>	<b>7,224</b>	<b>996.8</b>	<b>6,110</b>	<b>793.6</b>
as a percentage of sales revenue	8.2		7.8	
<b>Capital expenditure</b>	<b>4,896</b>	<b>675.6</b>	<b>3,949</b>	<b>512.9</b>
as a percentage of depreciation	141		116	
<b>Headcount</b>				
average for the year	413,811		399,703	
at December 31	421,338		402,614	
<b>Balance-sheet total</b>	<b>100,247</b>	<b>13,833.1</b>	<b>97,723</b>	<b>12,692.8</b>
<b>Equity</b>	<b>46,727</b>	<b>6,447.9</b>	<b>44,304</b>	<b>5,754.4</b>
as a percentage of total assets	47		45	
<b>EBIT</b>	<b>3,474</b>	<b>479.4</b>	<b>2,815</b>	<b>365.6</b>
as a percentage of sales revenue	3.9		3.6	
<b>Profit after tax</b>	<b>1,838</b>	<b>253.6</b>	<b>2,499</b>	<b>324.6</b>
<b>Dividend of Robert Bosch GmbH</b>	<b>162</b>	<b>22.4</b>	<b>143</b>	<b>18.6</b>
annual average rate (euro)		137.99yen		129.89yen



## Bosch at a glance

The Bosch Group is a leading global supplier of technology and services. It employs roughly 421,300 associates worldwide (as of December 31, 2022). The company generated sales of 88.2 billion euros in 2022. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. As a leading IoT provider, Bosch offers innovative solutions for smart homes, Industry 4.0, and connected mobility. Bosch is pursuing a vision of mobility that is sustainable, safe, and exciting. It uses its expertise in sensor technology, software, and services, as well as its own IoT cloud, to offer its customers connected, cross-domain solutions from a single source. The Bosch Group's strategic objective is to facilitate connected living with products and solutions that either contain artificial intelligence (AI) or have been developed or manufactured with its help. Bosch improves quality of life worldwide with products and services that are innovative and spark enthusiasm. In short, Bosch creates technology that is "Invented for life." The Bosch Group comprises Robert Bosch GmbH and its roughly 470 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. With its more than 400 locations worldwide,



## Bosch at a glance

the Bosch Group has been carbon neutral since the first quarter of 2020. The basis for the company's future growth is its innovative strength. At 136 locations across the globe, Bosch employs some 85,500 associates in research and development, of which nearly 44,000 are software engineers.

The company was set up in Stuttgart in 1886 by Robert Bosch (1861–1942) as “Workshop for Precision Mechanics and Electrical Engineering.” The special ownership structure of Robert Bosch GmbH guarantees 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 in the safeguarding of its future. Ninety-four percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a charitable foundation. The remaining shares are held by Robert Bosch GmbH and by a corporation owned by the Bosch family. The majority of voting rights are held by Robert Bosch Industrietreuhand KG, an industrial trust. The entrepreneurial ownership functions are carried out by the trust.



# Business sectors



## Mobility Solutions

- Powertrain Solutions
- Chassis Systems Control
- Electrical Drives
- Cross-Domain Computing Solutions
- Automotive Electronics
- Automotive Aftermarket
- Automotive Steering
- Bosch eBike Systems
- Bosch Engineering GmbH
- ETAS GmbH
- ITK Engineering GmbH
- Two-Wheeler and Powersports

## Industrial Technology

- Drive and Control Technology<sup>1</sup>
- Bosch Connected Industry
- Robert Bosch Manufacturing Solutions GmbH



## Energy and Building Technology

- Building Technologies
- Thermotechnology
- Bosch Global Service Solutions
- Robert Bosch Smart Home GmbH



## Consumer Goods

- Power Tools
- BSH Hausgeräte GmbH



Other businesses not allocated to business sectors

- Bosch Healthcare Solutions GmbH
- grow platform GmbH
- Robert Bosch Venture Capital GmbH

1. Bosch Rexroth AG (100% Bosch)



# The Bosch board of management



DR.  
MARKUS  
HEYN

DR.  
TANJA  
RUECKERT

DR.  
STEFAN  
HARTUNG

DR.  
MARKUS  
FORSCHNER

STEFAN  
GROSCH

DR.  
CHRISTIAN  
FISCHER

# Fundamental information about the group

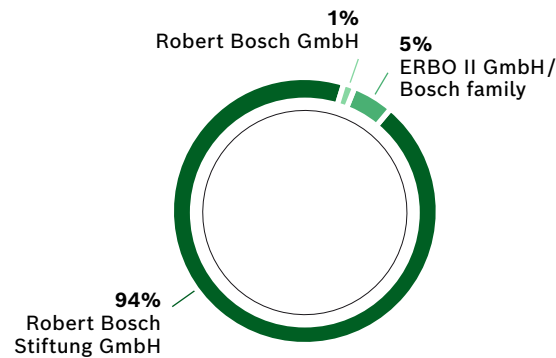
## The group

The Bosch Group is a global supplier of technology and services, and generates roughly half its sales outside Europe. The group encompasses around 470 fully consolidated subsidiaries and regional companies in more than 60 countries. The parent company is Robert Bosch GmbH, which is headquartered 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.

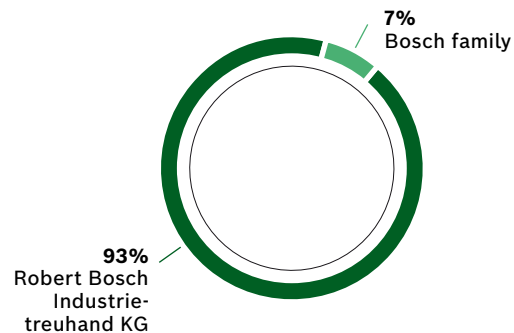
Despite holding roughly 94 percent of the share capital of Robert Bosch GmbH, the not-for-profit foundation Robert Bosch Stiftung GmbH has no influence on the strategic or business orientation of the Bosch Group. A further roughly 5 percent of the share capital is held by the not-for-profit ERBO II GmbH, established by the founder’s descendants, and 1 percent by Robert Bosch GmbH itself. Of the voting rights, some 93 percent are held by Robert Bosch Industrietreuhand KG, an industrial trust, which performs the entrepreneurial ownership functions. The trust 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 guarantees the Bosch Group’s entrepreneurial independence.



Shareholders of Robert Bosch GmbH  
Shareholding



Shareholders of Robert Bosch GmbH  
Voting rights





# 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 CO<sub>2</sub> 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

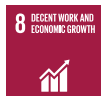
Bosch contributes to human health – with innovative products and services and by ensuring that people and the environment do not come to harm through its production processes.



## Human rights

- 1 | Responsibility
- 2 | Transparency

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



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

[sustainability.bosch.com](https://sustainability.bosch.com)



## 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.



## Diversity

- 1 | Equity
- 2 | Inclusion

For Bosch diversity, equity, and inclusion are key to long-term success in business. In addition, Bosch contributes to the common good in the communities at its locations.



# Robert Bosch Stiftung



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Not-for-profit, independent, and cross-partisan, Robert Bosch Stiftung GmbH works on the major social challenges of our age relating to healthcare, education, and global issues. In these three funding areas, it acts as a civil-society player to initiate positive changes. It is one of the biggest company-related foundations in Europe. For nearly 60 years, it has been living up to the mission handed down by its founder Robert Bosch by carrying on his social and societal commitment in contemporary form. To do so, the Stiftung runs its own institutions, conducts innovative projects, and works with a wide variety of partners, supporting them on an ad hoc basis.

 Figures in millions of euros

Funding 2022

148.93

88.10

Healthcare

24.76

Global issues

10.62

Education

25.44

Interdisciplinary funding

# The Bosch Group in Japan



## The Bosch Group in Japan at a glance

Bosch marks its 112th 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 Solutions, 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.

### Bosch in Japan

As of Dec. 31, 2022



Since

1911



Associates

6,250



Sales to  
third-parties

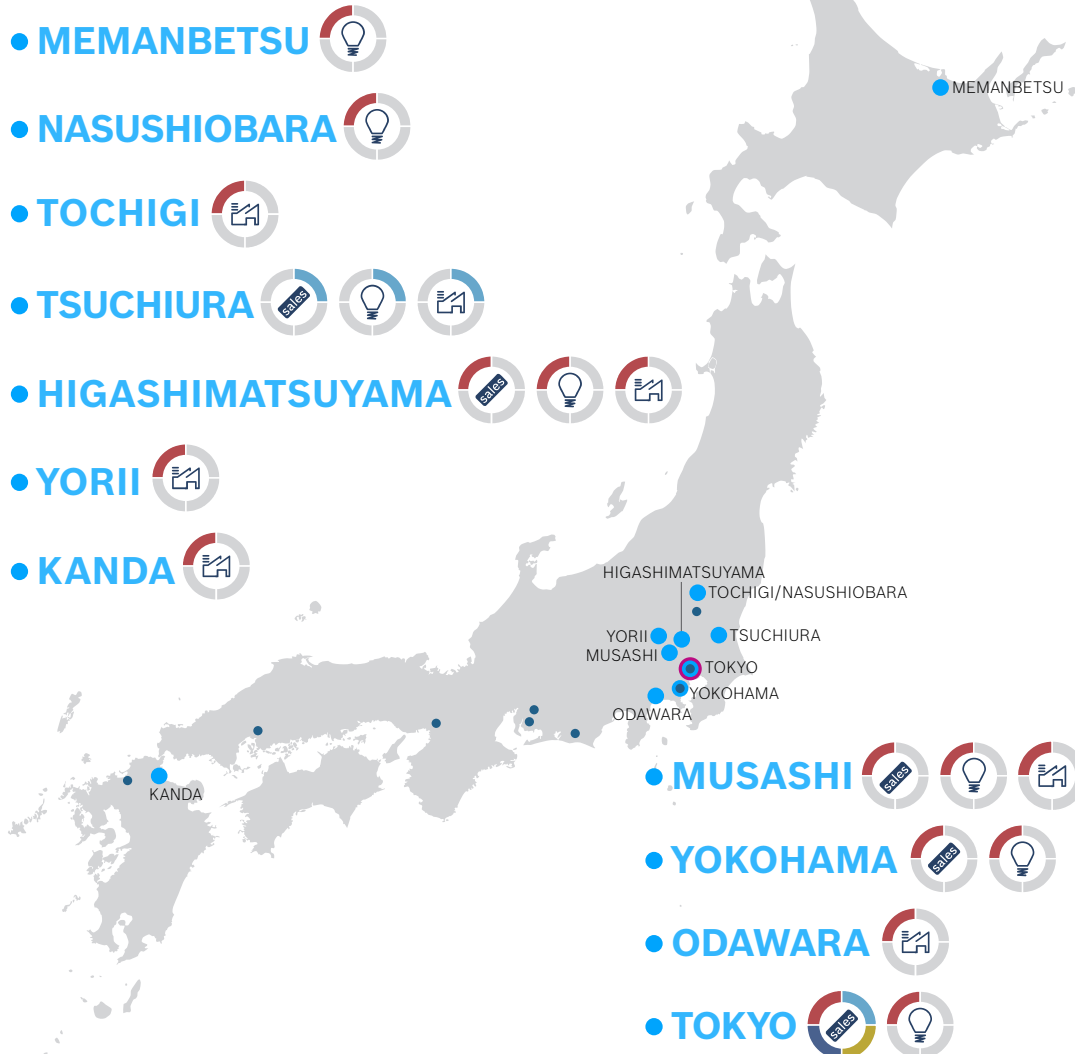
340  
billion yen



Investments

8.5  
billion yen

# Main Bosch Group locations in Japan



## Bosch Corporation : Head Office (Tokyo)

Technical Center Memanbetsu, Tochigi Plant, Shiobara Proving Ground, Utsunomiya Office, Higashimatsuyama Plant, Yorii Plant, Musashi Plant, Chiyoda Office, Yokohama Office, Yokohama 3rd Office, Yokohama 4th Office, Hamamatsu Office, Toyota Office, Osaka Office, Hiroshima Office, Kanda Site

## Bosch Rexroth Corporation : Head Office (Tokyo)

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

## Nippon Injector Corporation : Head Office (Odawara)

## ETAS K.K. : Head Office (Yokohama)

Utsunomiya Office, Nagoya Office

## Bosch Security Systems Ltd. : Head Office (Tokyo)

Magome Repair Center

## ITK Engineering Japan Inc. : Head Office (Tokyo)

## Advanced Driver Information Technology Corporation :

Head Office (Aichi)

## Bosch Corporation – Subsidiaries and related companies Japan


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  
Bosch Global Software Technologies Ltd.

## Overseas

Bosch Automotive Thailand Co., Ltd.

 Headquarter  Office

 Sales

 Research and Development

 Manufacturing

Mobility Solutions  Industrial Technology  
Energy & Building Technology  Consumer Goods



## 17 Bosch in Japan Business Areas

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

### Mobility Solutions



### Consumer Goods



### Industrial Technology



### Energy and Building Technology



## Mobility Solutions

In Japan, Mobility Solutions also accounts for the greatest sales among four business sectors. The Mobility Solutions business sector pursues a vision of mobility that is safe, sustainable, and exciting, and combines the group's expertise in the domains of personalization, automation, electrification, and connectivity. 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 automotive 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. Taking the roles of the global headquarters and the assistance technology development hub, Japan leads the global businesses as well as the development of cutting-edge assistance technologies.



## Industrial Technology

Bosch Rexroth Corporation handles industrial technology within the Bosch Group and conducts sales and servicing of hydraulic equipment, factory automation module components, electric servo drives and controller products for a wide range of industries in Japan. Bosch Rexroth sells products and solutions that use highly efficient electrical equipment and controllers along with the characteristics of high power hydraulics to respond accurately to diverse needs within the industrial sector. The company is also promoting products designed to save energy and clean-up exhaust gas in construction equipment, as well as improve the safety of industrial machinery. Furthermore, by developing products that work with IoT, along with its conventional product lines, the company is actively contributing in a wide range of fields including construction machinery, general industrial machinery, and factory automation.



## 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

Established in 1981, Bosch Security Systems Ltd. provides products and services relating to sound, telecommunications, security under the Bosch and other group brands. The company's wide-ranging portfolio includes sound systems for stadiums and theaters, highly reliable voice communication equipment required by telecommunications operators as well as fire fighting and police services, conference systems capable of handling multiple languages used in international summits and other events, and security systems such as network cameras. Through these products and services, Bosch Security Systems provides one-stop system solutions tailored to customers' needs.



# Bosch as an employer

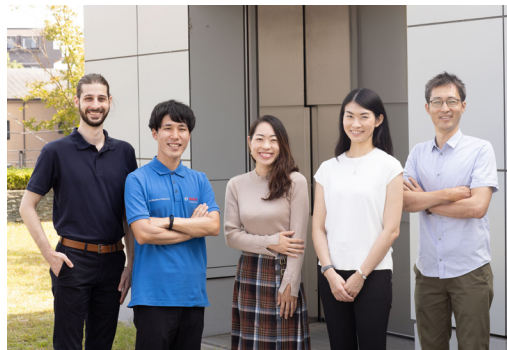
## Bosch culture

### 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. It also has 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 graduate  
<https://saiyo.boschjapan-brandtopics.jp/>

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

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

Smart 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 it self.





## Work#LikeABosch: Working environment



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

Bosch values the learning of its associates. Globally, we have invested one billion euros (140 billion yen) in associate reskilling over the five years until 2021, and we plan to spend another one billion euros by 2026. In this way, the learning culture is pervasive throughout the company.



**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 who request childcare leave, 100% of female and 20 - 40% of male take childcare leave.



**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.

## CSR activities

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

### Forest preservation activities

Bosch Corporation signed the "Agreement of Forest Preservation in Saitama" with Saitama prefecture and Higashimatsuyama city on November 4, 2007. The purpose of the agreement is to conduct forest conservation activities in the "Citizen's Forest" in Higashimatsuyama city. The agreement includes the consignment of preservation activities for a part of this "Citizen's Forest". Under the agreement, Bosch bears the conservation costs. In addition, Bosch conducts "Bosch Forest Club Activities" on a regular basis for citizens to learn about and become familiar with the forest.



### 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.



### Regional Contribution

Bosch Corporation was selected by the city of Yokohama as the project owner to utilize the planned site for the development of a Ward Cultural Center in Tsuzuki Ward, Yokohama City, and is currently building the company's new facility and the Tsuzuki Ward Cultural Center (tentative name) as part of a public-private partnership project in Tsuzuki Ward.

In November 2022, Bosch Corporation invited the world-renowned Stuttgart Chamber Orchestra based in Stuttgart, Germany, where the Bosch Group is also headquartered, and hosted the concerts by the orchestra, to which it invited 1,000 Tsuzuki Ward residents (including people who work and attend school in the ward), as a way to deepen cultural exchanges with local citizens, and as part of its efforts to contribute to community activities.



### café 1886 at Bosch

We are also doing CSR activities at "café 1886 at Bosch", located on the first floor of the Japan Headquarters in Shibuya, Tokyo, such as efforts to reduce single-use plastics (changing straw, spoons, etc. from plastic to alternative materials), and the provision of TABLE FOR TWO menus.

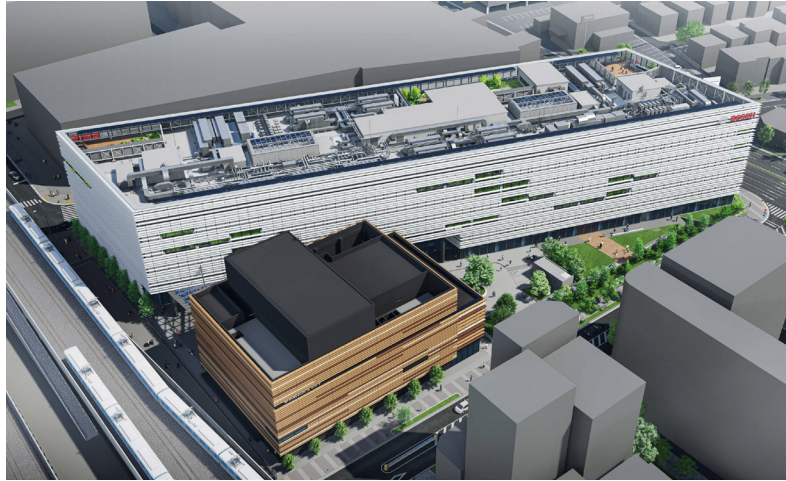




## New R&D facility in Tsuzuki Ward, Yokohama City

Bosch is constructing the new R&D facility and Tsuzuki Ward Cultural Center (tentative name) in Tsuzuki Ward, Yokohama City. The construction is to be completed in 2024. This is the first time for Bosch worldwide to participate in a public-private partnership project that integrates Bosch locations with local facilities and to take an active role in the creation of a lively local community.

The new facility will have seven floors above ground and two floors below, with a total floor area of 53,000 square meters, and is located just about two kilometers from the current R&D facility established in 1990 in Tsuzuki Ward, Yokohama and about five-minute walk from Center Kita Station. The facility will consolidate several locations scattered in the Tokyo-Yokohama area, including its headquarters, and relocate approximately 2,000 associates.



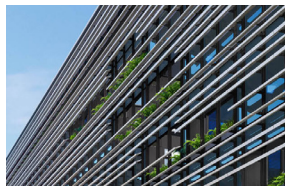
### Bosch's commitment to sustainability



Solar panel

**50**

Generating 50 MWh of green energy annually



Louvers on the windows

**50**

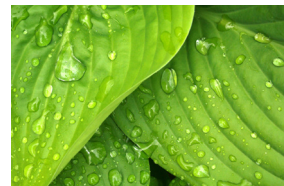
The amount of solar radiation reduced by 50%



Automatic ventilation system

**68**

Electricity demand for cooling and mechanical ventilation reduced by 68 MWh annually



Rainwater reuse

**13**

Saving 13% of water use

Bosch will incorporate many of our technologies and initiatives into the R&D facility that make the most use of natural resources. Bosch is currently developing stationary fuel cell systems (SOFC: Solid Oxide Fuel Cell) and plans to install in the R&D facility as a pilot project. This is the first time the Bosch Group has decided to introduce SOFC systems at a location in the Asia Pacific region. When operating SOFC systems with city gas in Yokohama area, a 20 percent reduction of CO<sub>2</sub> emission and electricity costs, respectively, will be expected, compared to the power provided by a typical thermal power plant. In addition, the new facility will include solar panels capable of generating 50 MWh of green energy per year, the louvers that can reduce sunlight by 50%, the automatic ventilation system utilizing Bosch sensors, and the reuse of rainwater.

# 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 Bosch Group new R&D facility. (Tsuzuki Ward, Yokohama City)



# Contact information

For press inquiries, contact the  
**corporate department Communications and Governmental Affairs.**  
Bosch Media Service:  
[www.bosch-press.com](http://www.bosch-press.com)

For information on career opportunities in the Bosch Group,  
contact the **corporate department Human Resources** at  
[www.bosch.com/careers](http://www.bosch.com/careers)

Companies wishing to become suppliers to Bosch should contact  
the **corporate sector Global Business Services** at  
[www.purchasing.bosch.com](http://www.purchasing.bosch.com)

For an **online version of the annual report**, go to:  
[annual-report.bosch.com](http://annual-report.bosch.com)

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Bosch Group Sustainability Report:  
[sustainability.bosch.com](http://sustainability.bosch.com)

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