

Bosch Group

Corporate profile 2025

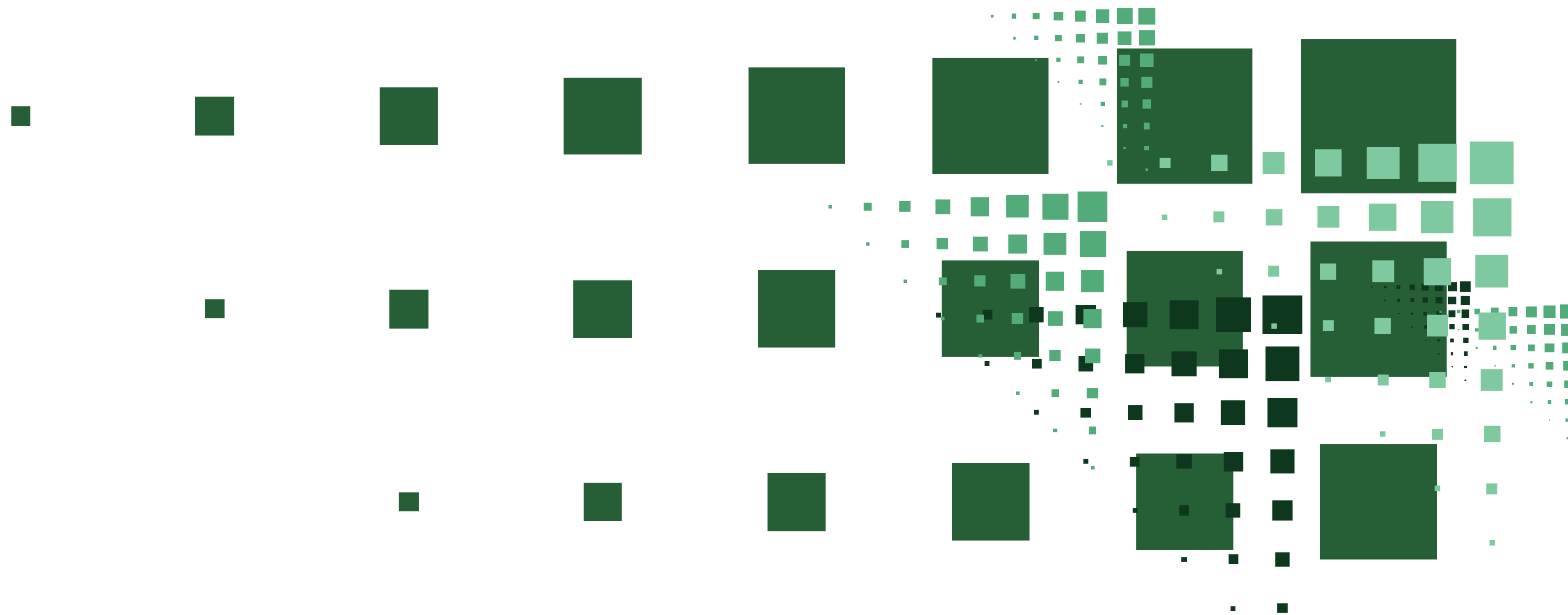


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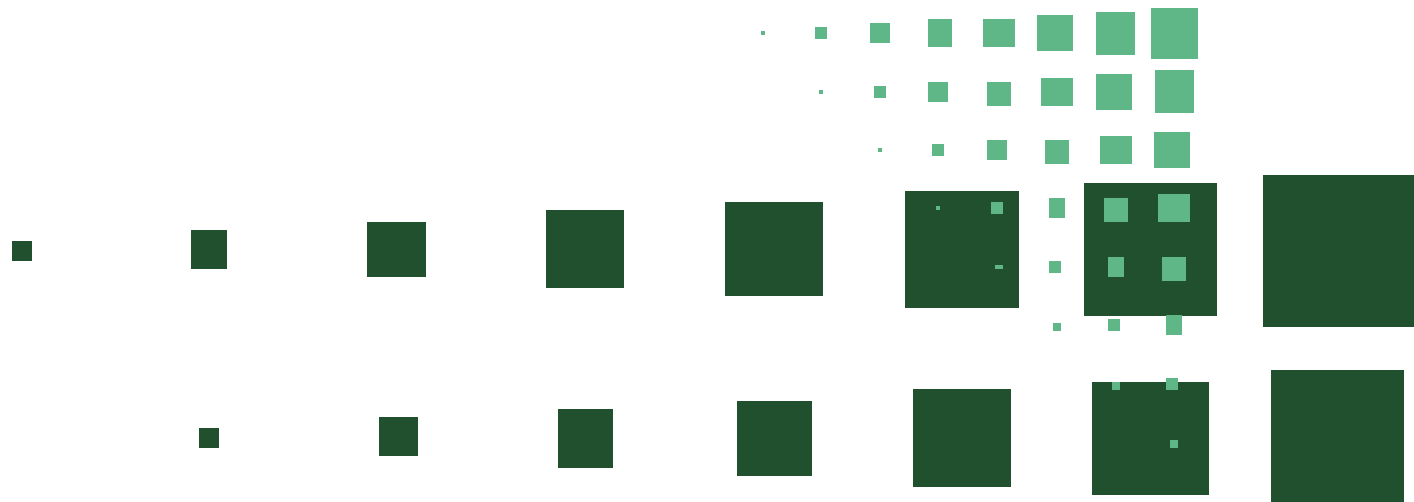
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The Bosch Group



Selected key data

	2024		2023	
	Figures in millions of euros	Figures in billions of yen	Figures in millions of euros	Figures in billions of yen
Sales revenue	90,345	14,801	91,596	13,913
percentage change from previous year	-1.4		3.8	
Research and development cost	7,807	1,279	7,331	1,114
as a percentage of sales revenue	8.6		8	
EBIT	2,796	458	4,503	684
as a percentage of sales revenue	3.1		4.9	
Profit after tax	1,332	218	2,640	401
Capital expenditure	5,122	839	5,499	835
as a percentage of depreciation	137		161	
Balance-sheet total	112,766	18,475	108,330	16,455
Equity	49,993	8,190	47,894	7,275
as a percentage of total assets	44		44	
Dividend of Robert Bosch GmbH	186	31	170	26
Headcount at December 31 of the year	417,859		429,416	
annual average rate (euro)		163.83yen		151.90yen

Bosch at a glance

The Bosch Group is a leading global supplier of technology and services. It employs roughly 417,900 associates worldwide (as of December 31, 2024). The company generated sales of 90.3 billion euros in 2024. Its operations are divided into four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology. Universal trends such as automation, electrification, digitalization, and connectivity, as well as an orientation to sustainability, are increasingly determining the group's business operations. In this context, Bosch's broad footprint as a global and diversified technology company strengthens its innovativeness and robustness.

Bosch uses its proven expertise in sensor technology, 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 user-friendly, sustainable products. With technology that is "Invented for life," Bosch wants to help improve quality of life and conserve natural resources.

Bosch at a glance

The Bosch Group comprises Robert Bosch GmbH and its roughly 490 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. At 136 locations across the globe, Bosch employs some 86,800 associates in research and development, of which nearly 48,000 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 limited liability company with a charitable purpose. 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.

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
- Mobility Platform and Services
- Two-Wheeler and Powersports

Industrial Technology

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



Consumer Goods

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



Energy and Building Technology

- **Building Technologies**
- **Home Comfort**
- **Bosch Global Service Solutions**
- Robert Bosch Smart Home GmbH

Other activities

- Bosch Healthcare Solutions GmbH
- Bosch Business Innovations GmbH (until Dec.31, 2024: grow platform GmbH)
- Robert Bosch Venture Capital GmbH

1. Bosch Rexroth AG (100% Bosch-owned)

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The Bosch board of management

Corporate profile 2025



Dr.Christian Fischer, Dr.Stefan Hartung, Katja von Raven, Stefan Grosch, Dr.Markus Forschner, Dr.Tanja Rueckert, Dr.Frank Meyer, Dr.Markus Heyn (from left to right).

Fundamental information about the group

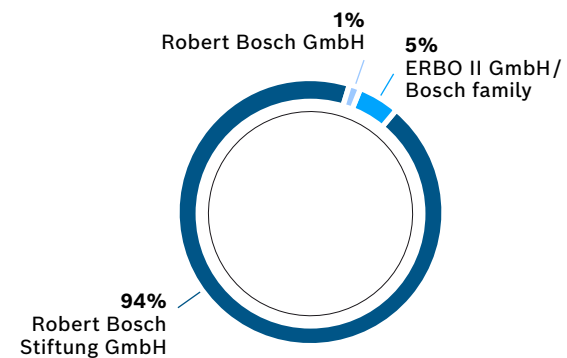
The group and organization

The Bosch Group is a global supplier of technology and services. It generates just under half its sales revenue outside Europe. The group encompasses around 490 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.

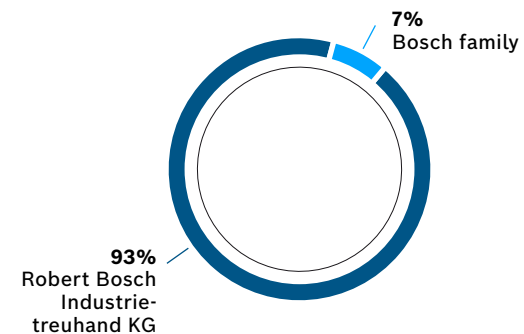
Despite holding roughly 94 percent of the share capital, this limited liability company with a charitable purpose has no influence on the strategic or business orientation of the Bosch Group. A further roughly 5 percent of the share capital is held by the not-for-profit ERBO II GmbH, established by the founder’s descendants, and 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 guarantees the Bosch Group’s entrepreneurial independence.

With a workforce of more than 417,850 associates worldwide at year-end 2024, 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



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 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

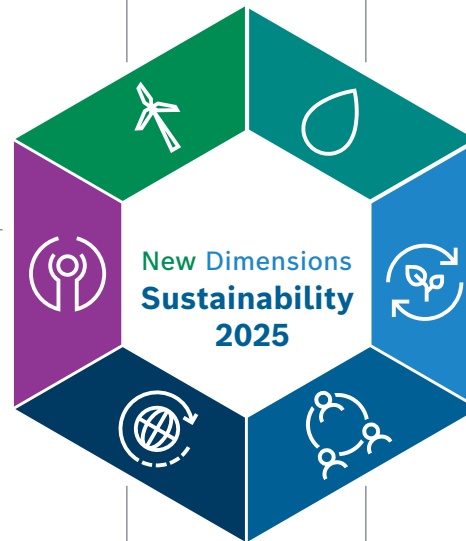
- 1 | Materials efficiency
- 2 | Second life

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

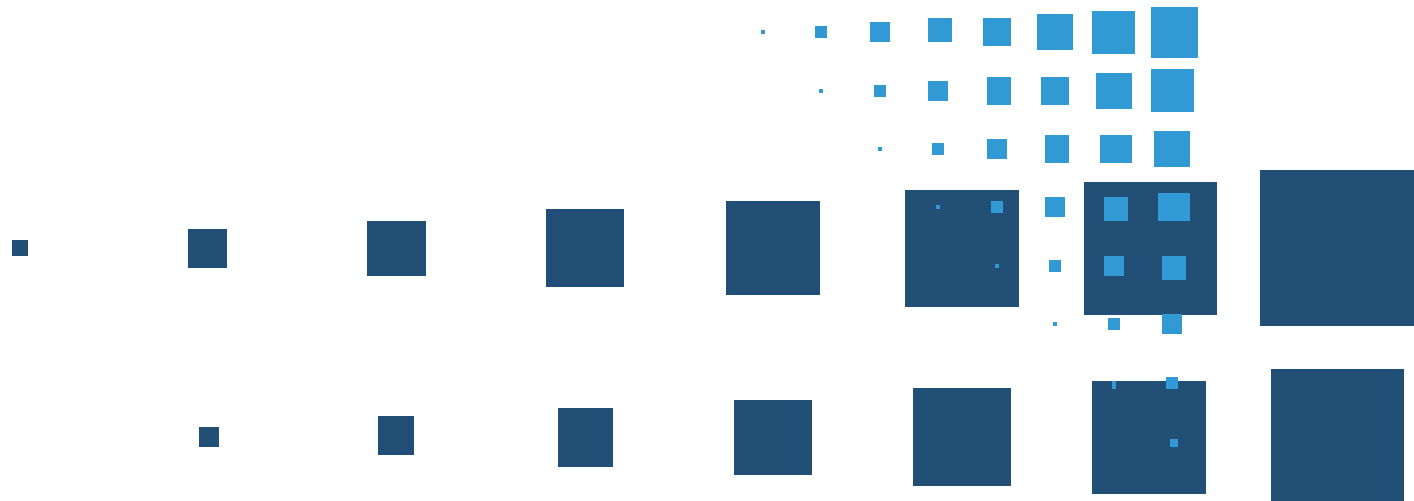
- 1 | Employer of choice
- 2 | Diversity, equity, and inclusion

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



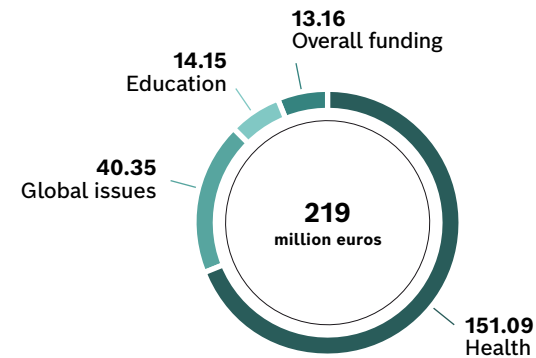
For more information about what Bosch is doing for sustainability, go to:
sustainability.bosch.com

Robert Bosch Stiftung

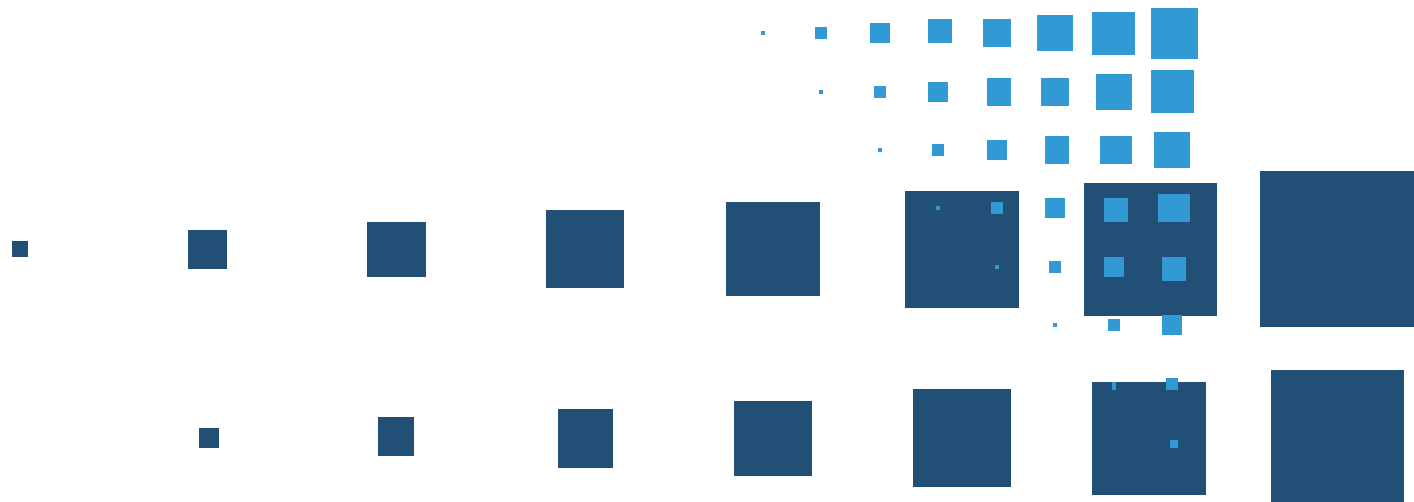


- 12 Since it was established in 1964, Robert Bosch Stiftung GmbH a limited liability company with a charitable purpose, has been carrying on the company founder's public welfare endeavors. For 60 years, it has been making a contribution to a just and sustainable future with the funding it provides. It is not-for-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.

Total funding 2024
in millions of euros



The Bosch Group in Japan



The Bosch Group in Japan at a glance

Bosch marks its 114 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.

Bosch in Japan

As of Dec. 31, 2024



1911

Since



6,300

Associates



Sales to
third-parties

428

billion yen

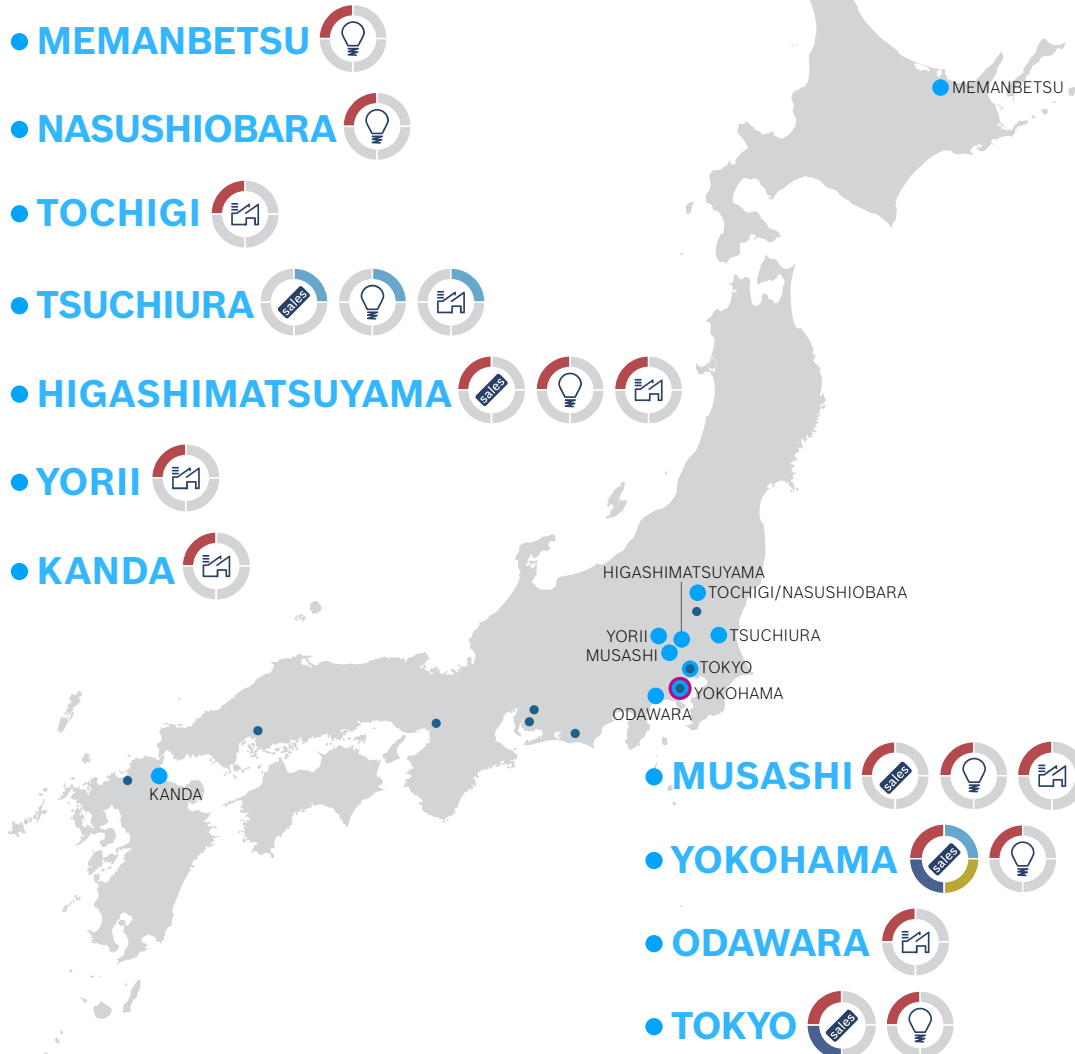


Investments

20.7

billion yen

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)

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

Nippon Injector Corporation : Head Office (Odawara)

ETAS K.K. : Head Office (Yokohama)

Utsunomiya Office, Nagoya Office

ITK Engineering Japan Inc. : Head Office (Tokyo)

Bosch Global Software Technologies Ltd. : Head Office (Yokohama)

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.

● Headquarters ● Office

 Sales

 Research and Development

 Manufacturing

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



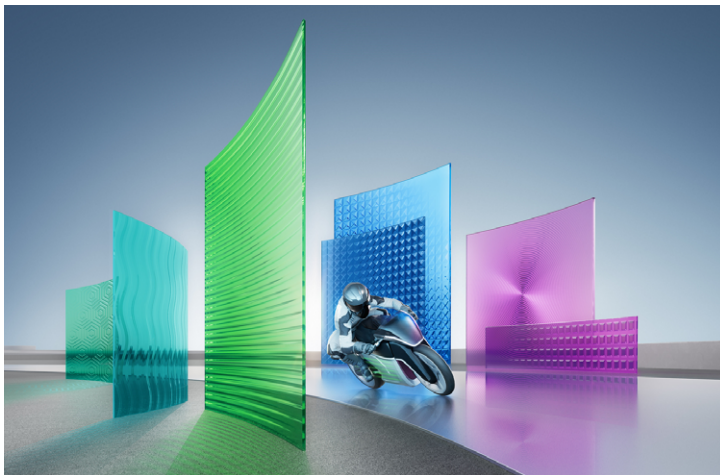
Consumer Goods



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

Bosch Service Solutions, a service provider offering a wide range of operations, manages its mobility services business in 60 countries and 26 languages worldwide. Established in 2016 as its Japanese base, Bosch Service Solutions Corporation operates as a call center for the automatic emergency call (e-Call) system, which receives automatic notifications from vehicles involved in accidents and promptly contacts emergency services to help save lives. In cooperation with public rescue agencies such as fire departments, it ensures safety and peace of mind 24 hours a day, 365 days a year. In addition, the company offers a wide range of services, including IT solutions and operational support, tailored to customer needs through its 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/>

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. By 2030, the company plans to spend around 4 billion euros in total on training and reskilling. 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, 100% of female※ and 60% of male※ take childcare leave.

※As of 2024



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.

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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, will strengthen their collaboration to further invigorate the local community.

Under the partnership agreement, Bosch's new headquarters, the Tsuzuki Ward Cultural Center (official nickname: Bosch Hall), which opened in March 2025, and the all-weather plaza between the two facilities will be named "Bosch Forum Tsuzuki."

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 400 locations worldwide, the Bosch Group has been carbon neutral overall (scopes 1 & 2) since 2020. To achieve carbon neutrality, we employ four levers: improving energy efficiency, generating our own energy from renewable sources (new clean power), purchasing electricity from renewable sources (green electricity), and – as a last resort – offsetting residual CO₂ emissions with carbon credits.



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).

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

