

# Bosch Group Corporate profile 2024



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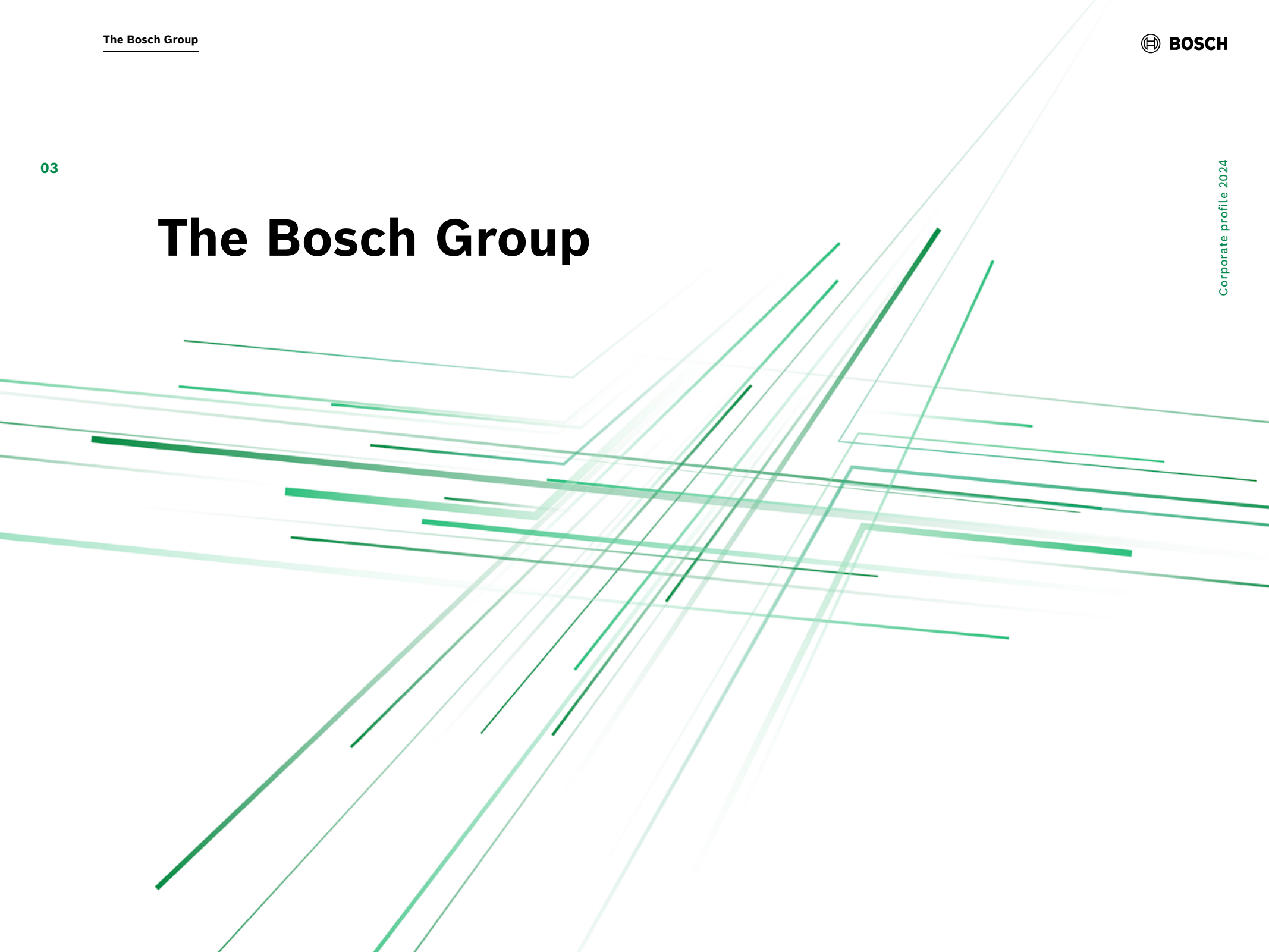
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# The Bosch Group



## 04 Selected key data

|                                       | 2023                         |                            | 2022                         |                            |
|---------------------------------------|------------------------------|----------------------------|------------------------------|----------------------------|
|                                       | 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>91,596</b>                | <b>13,913.4</b>            | <b>88,201</b>                | <b>12,170.9</b>            |
| percentage change from previous year  | 3.8                          |                            | 12.0                         |                            |
| <b>Research and development cost</b>  | <b>7,331</b>                 | <b>1,113.6</b>             | <b>7,224</b>                 | <b>996.8</b>               |
| as a percentage of sales revenue      | 8.0                          |                            | 8.2                          |                            |
| <b>EBIT</b>                           | <b>4,503</b>                 | <b>684</b>                 | <b>3,474</b>                 | <b>479.4</b>               |
| as a percentage of sales revenue      | 4.9                          |                            | 3.9                          |                            |
| <b>Profit after tax</b>               | <b>2,640</b>                 | <b>401</b>                 | <b>1,838</b>                 | <b>253.6</b>               |
| <b>Capital expenditure</b>            | <b>5,499</b>                 | <b>835.3</b>               | <b>4,896</b>                 | <b>675.6</b>               |
| as a percentage of depreciation       | 161                          |                            | 141                          |                            |
| <b>Balance-sheet total</b>            | <b>108,330</b>               | <b>16,455.3</b>            | <b>100,247</b>               | <b>13,833.1</b>            |
| <b>Equity</b>                         | <b>47,894</b>                | <b>7,275.1</b>             | <b>46,727</b>                | <b>6,447.9</b>             |
| as a percentage of total assets       | 44                           |                            | 47                           |                            |
| <b>Dividend of Robert Bosch GmbH</b>  | <b>170</b>                   | <b>25.8</b>                | <b>162</b>                   | <b>22.4</b>                |
| <b>Headcount at 12/31 of the year</b> | <b>429,416</b>               |                            | <b>421,338</b>               |                            |
| annual average rate (euro)            |                              | 151.90yen                  |                              | 137.99yen                  |

## 05 Bosch at a glance

The Bosch Group is a leading global supplier of technology and services. It employs roughly 429,000 associates worldwide (as of December 31, 2023). The company generated sales revenue of 91.6 billion euros in 2023. 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 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. With its more than 400 locations worldwide, the Bosch Group has been carbon neutral overall (scopes 1 and 2) since 2020. As part of this, residual emissions of 581,000 metric tons of CO<sub>2</sub> were offset with carbon credits in 2023. Year on year, this is a decrease of roughly 136,000 metric tons of CO<sub>2</sub>, or 19 percent.<sup>1</sup>

1. Scopes 1, 2, and 3 are used in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.

## 06 Bosch at a glance

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. Bosch's innovative strength is key to the company's further development. At 136 locations across the globe, Bosch employs some 90,000 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 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.

# 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
- Mobility Platform and Services
- Two-Wheeler and Powersports

## Industrial Technology

- **Drive and Control Technology<sup>1</sup>**
- 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 businesses not allocated to business sectors

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

1. Bosch Rexroth AG (100% Bosch)

## 08 The Bosch board of management



Standing, from left: Stefan Grosch, Dr. Stefan Hartung,  
Dr. Markus Forschner, Dr. Frank Meyer  
Seated, from left: Dr. Markus Heyn, Dr. Tanja Rueckert,  
Dr. Christian Fischer



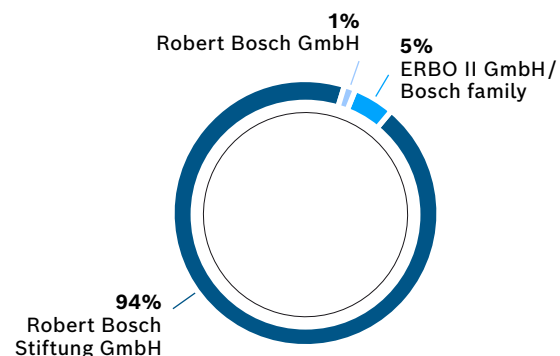
# 09 Fundamental information about the group

## The group

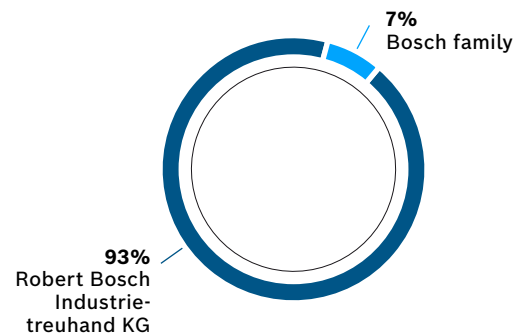
The Bosch Group is a global supplier of technology and services. It generates just under half its sales revenue outside Europe. The group encompasses around 470 fully consolidated subsidiaries and regional companies in more than 60 countries. The parent company is Robert Bosch GmbH, which is domiciled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

Shareholders of Robert Bosch GmbH  
Shareholding



Shareholders of Robert Bosch GmbH  
Voting rights



# 10 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.

### 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

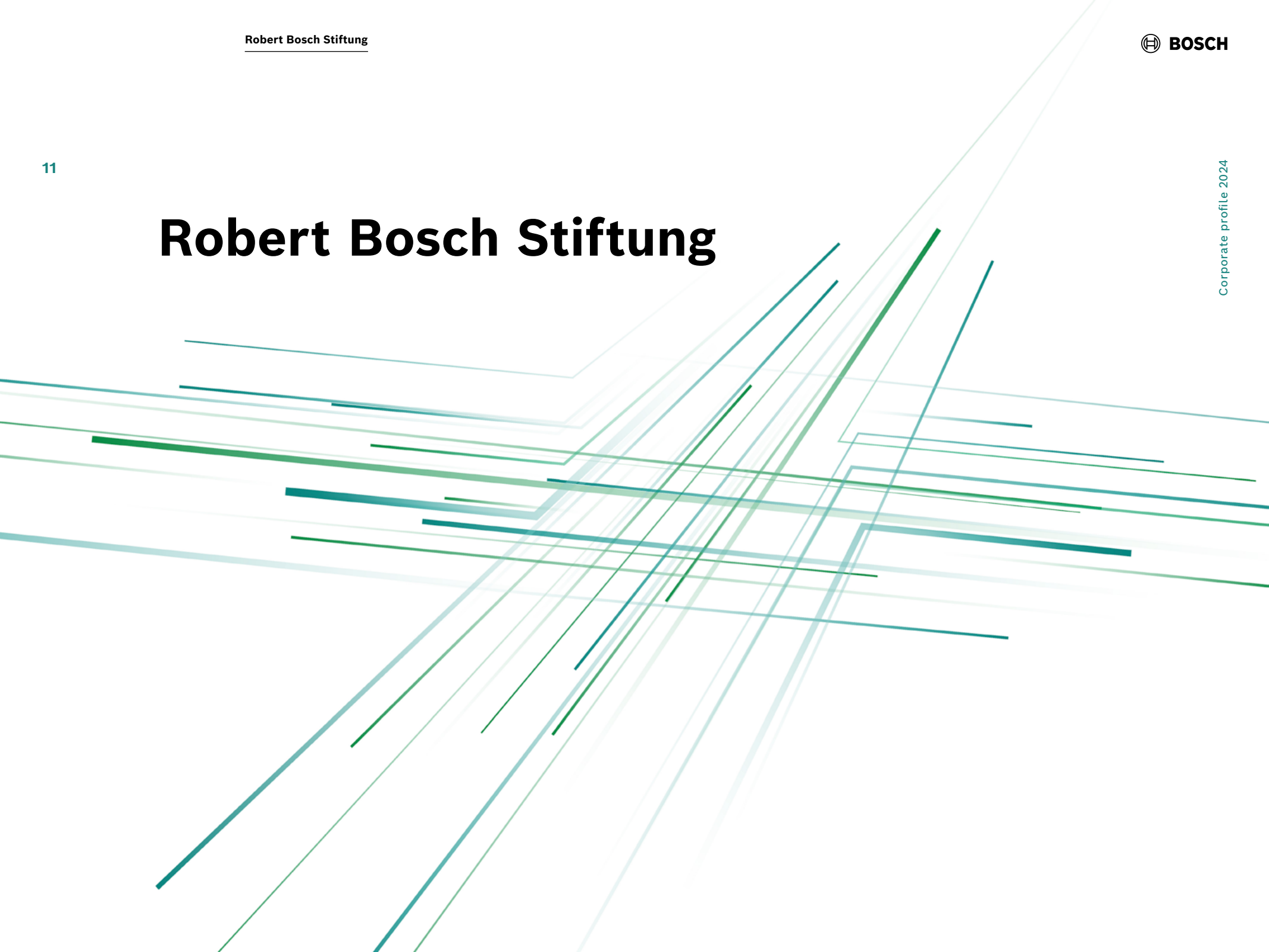
- 1 | Equity
- 2 | Inclusion

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.



For more information about what Bosch is doing for sustainability, go to:  
[sustainability.bosch.com](https://sustainability.bosch.com)

# Robert Bosch Stiftung



- 12 Since it was established in 1964, Robert Bosch Stiftung GmbH has been carrying on the company founder’s public welfare endeavors. Through its funding, the foundation works for a fair and sustainable future. 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.

Funding 2023

Figures in millions of euros

96.95

35.47

Global Issues

33.25

Health

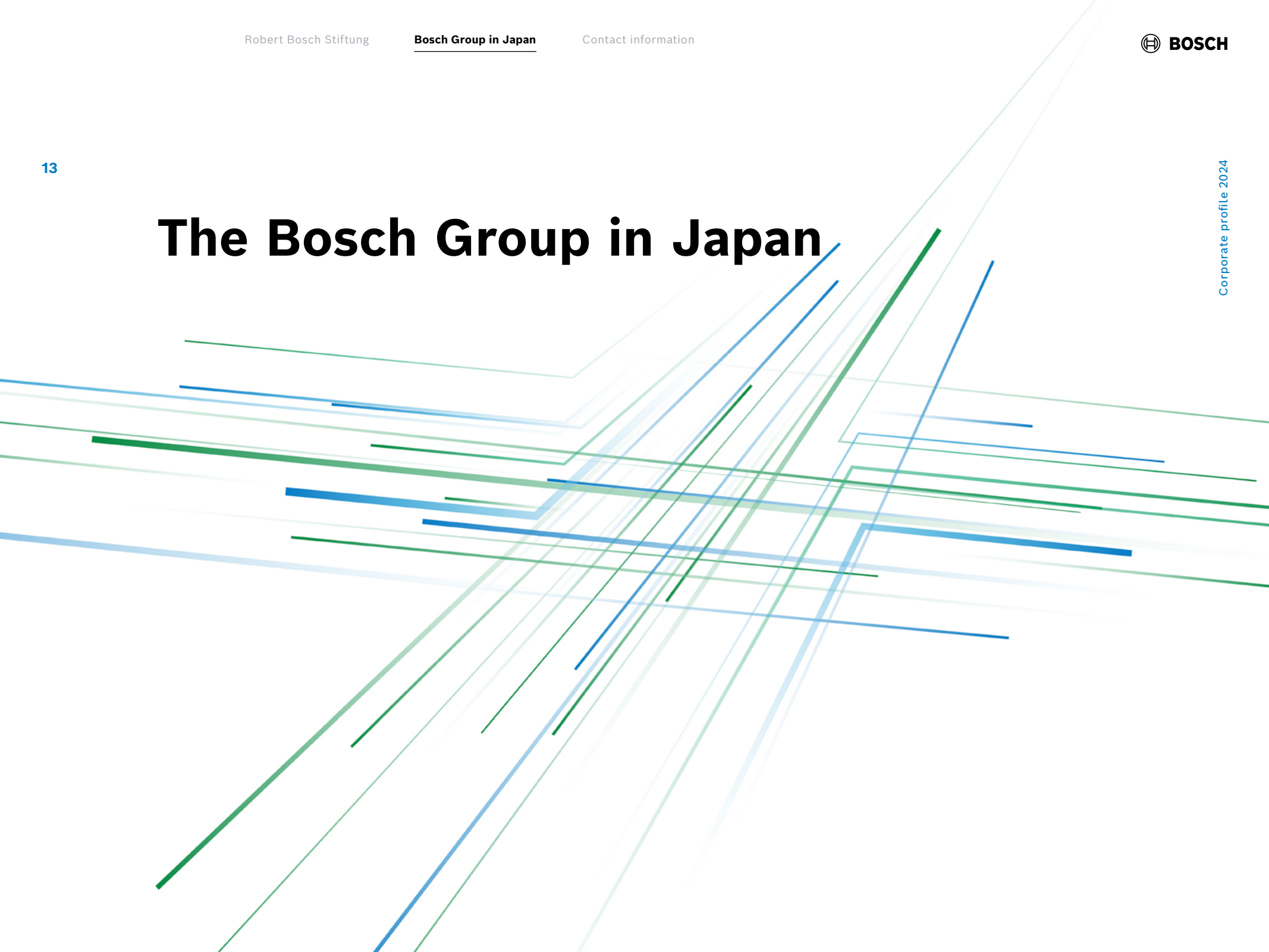
10.31

Education

17.92

Overall funding

# The Bosch Group in Japan

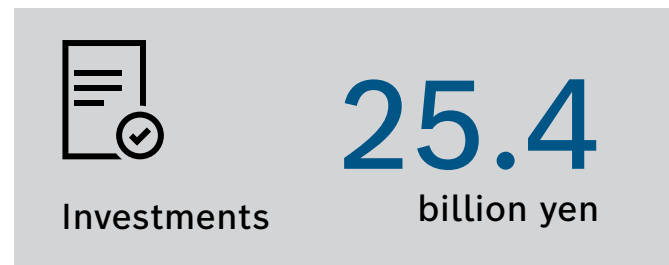


## The Bosch Group in Japan at a glance

Bosch marks its 113 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.

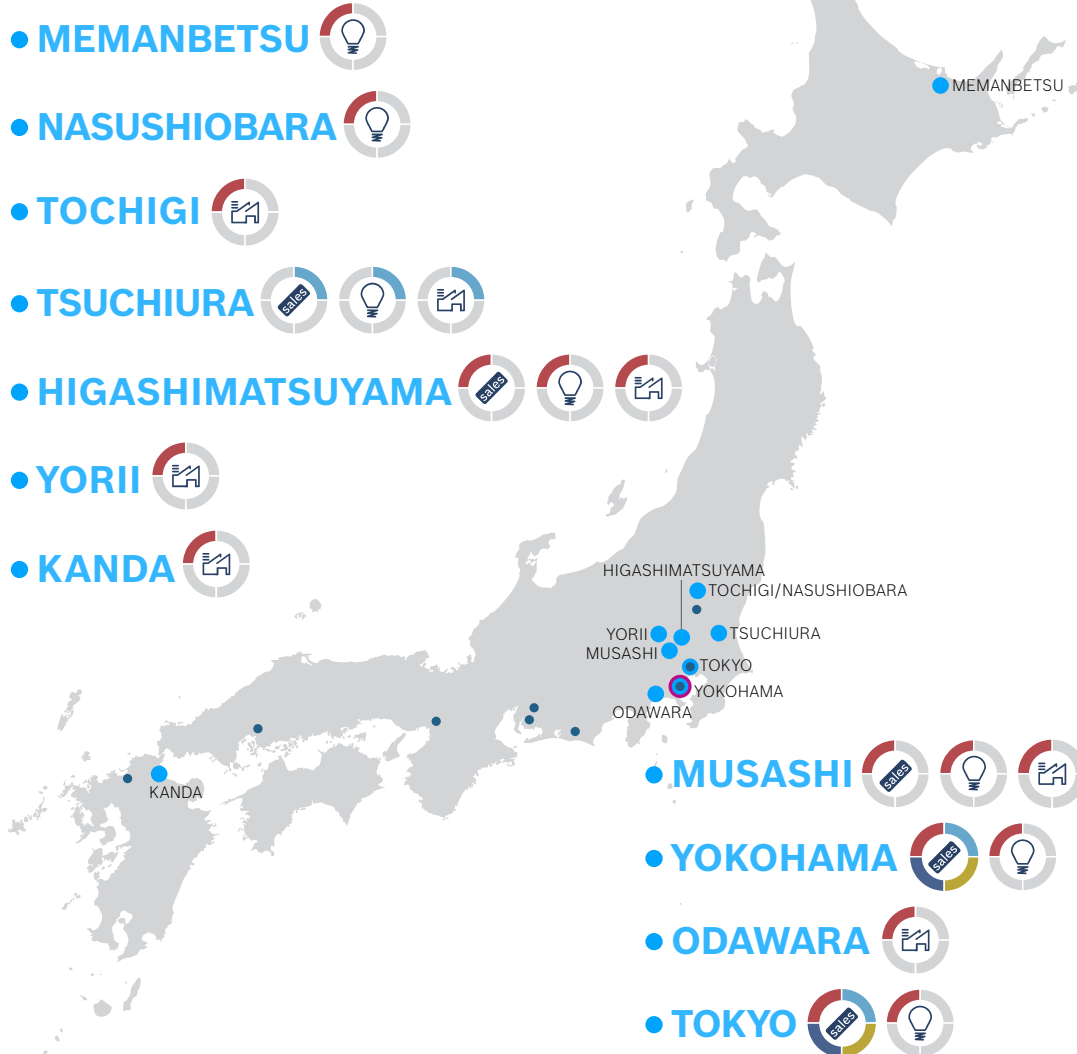
### Bosch in Japan

As of Dec. 31, 2023



Main Bosch Group locations in Japan

# 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, Chiyoda Office, 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, 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 (Yokohama)  
 Magome Repair Center

**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    🌐 Industrial Technology  
 Energy & Building Technology    🌐 Consumer Goods

## Completion of headquarters office

Bosch has been constructing its new headquarters office, equipped with R&D functions, as well as the Tsuzuki Ward Cultural Center (Nickname: Bosh Hall) in Tsuzuki Ward, Yokohama City.

With its completion, Bosch relocated its headquarters office from Shibuya Ward, Tokyo in May 2024.

The new headquarters office is located approximately two kilometers from the existing R&D facility, which was established in 1990 in Tsuzuki Ward, Yokohama, and about a five-minute walk from Center Kita Station. It consolidates approximately 2,000 associates from divisions and group companies in the Tokyo-Yokohama area.

By consolidating its sites, Bosch will further strengthen the development structure in Japan by increasing collaboration and cooperation between divisions and group companies, enabling to respond even more quickly to the increasing diverse needs of its Japanese customers.

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.

Additionally, Bosch signed the contract for the naming rights agreement with Yokohama City for the Tsuzuki Ward Cultural Center, and "Bosh Hall" has been chosen as an official nickname for the center.



The following companies serve as the headquarters of the Bosch Group in Japan:

- Bosch Corporation
- Bosch Rexroth Corporation
- Bosch Security Systems Ltd.
- Bosch Engineering K.K.
- Bosch Global Software Technologies Ltd.



# 17 Bosch in Japan business areas

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

## Mobility



## Consumer Goods



## Industrial Technology



## Energy and Building Technology



# 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 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, 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 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

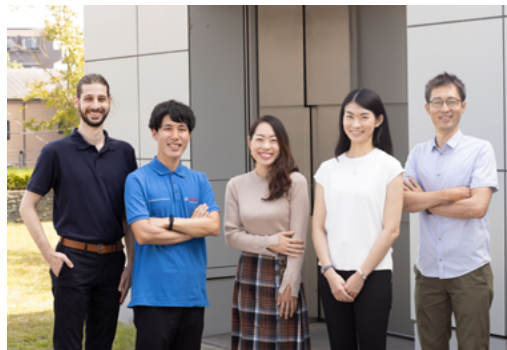
## Bosch culture

### 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. 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 who request childcare leave, 100% of female (※338 days in average) and 60% of male (※82 days in average) take childcare leave.

※As of 2023



**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.

# 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 CO<sub>2</sub> 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.



## 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.



## STEAM Education

Bosch Corporation provides learning opportunities for children from various backgrounds, focusing on topics such as AI, IoT, mobility of the future. In 2023, 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](http://www.bosch.com)

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

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)

