Robert Bosch GmbH
Postfach 10 60 50
70049 Stuttgart

www.bosch.com

2009 edition

Bosch **today**

BOSCH
Invented for life

The Bosch Vision

Creating value – sharing values

As a leading technology and services company, we take advantage of our global opportunities for a strong and meaningful development. Our ambition is to enhance the quality of life with solutions that are both innovative and beneficial. We focus on our core competencies in automotive and industrial technologies as well as in products and services for professional and private use.

We strive for sustained economic success and a leading market position in all that we do. Entrepreneurial freedom and financial independence allow our actions to be guided by a long-term perspective. In the spirit of our founder, we particularly demonstrate social and environmental responsibility – wherever we do business.

Our customers choose us for our innovative strength and efficiency, for our reliability and quality of work. Our organizational structures, processes, and leadership tools are clear and effective, and support the requirements of our various businesses. We act according to common principles. We are strongly determined to jointly achieve the goals we have agreed upon.

As associates worldwide, we feel a special bond in our values that we live by day by day. The diversity of our cultures is a source of additional strength. We experience our task as challenging, we are dedicated to our work, and we are proud to be part of Bosch.

Contents

The Bosch Group at a Glance

Shareholders of Robert Bosch GmbH

- Robert Bosch Stiftung GmbH | 92% share of equity | No voting rights
- Familie Bosch | 7% share of equity | 7% voting rights
- Robert Bosch Industrietreuhand KG | 93% voting rights
- Robert Bosch GmbH | 1% share of equity | No voting rights

The Bosch Group is a leading global supplier of technology and services. In the areas of automotive and industrial technology, consumer goods, and building technology, some 283,000 associates generated sales of 45.1 billion euros in fiscal 2008. The Bosch Group comprises Robert Bosch GmbH and its more than 300 subsidiaries and regional companies in over 60 countries. If its sales and service partners are included, then Bosch is represented in roughly 150 countries. This worldwide development, manufacturing, and sales network is the foundation for further growth. Each year, Bosch spends more than 3.5 billion euros, or eight percent of its sales revenue, for research and development, and applies for over 3,000 patents worldwide. With all its products and services, Bosch enhances the quality of life by providing solutions which are both innovative and beneficial.

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 up-front investments in the safeguarding of its future. Ninety-two percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a charitable foundation. 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. The remaining shares are held by the Bosch family and by Robert Bosch GmbH.

Key Data

Bosch Group	2007	2008
Sales revenue	46,320	**45,127**
percentage change from previous year	+6.0	**–2.6**
percentage share of sales revenue generated outside Germany	75	**74**
Associates[1]	271,265	**281,717**
located in Germany	112,300	**114,360**
located outside Germany	158,965	**167,357**
Capital expenditure	2,634	**3,276**
as percentage of sales revenue	5.7	**7.3**
Research and development cost	3,583	**3,889**
as percentage of sales revenue	7.7	**8.6**
Profit before tax	3,801	**942**
Profit after tax	2,850	**372**

Currency figures in millions of euros

[1] As per January 1, 2008|2009

Additional information can be accessed at www.bosch.com.

Business Developments

Like the global economy as a whole, the Bosch Group, too, was affected by the global downturn in business activity in the course of 2008. As a result, we fell far short of our sales and earnings targets. Despite the significantly worsened economic environment, however, we were able to extend our global market position in all business sectors. This was due both to our innovative products and to a series of acquisitions.

Bosch will invest some 500 million euros in expanding its solar energy activities between now and 2012. The construction of a new plant in Arnstadt, Germany, began at the end of March 2009. Federal Chancellor Angela Merkel laid the foundation stone for the new facility. She was accompanied by Hermann Scholl, chairman of the supervisory council, and Franz Fehrenbach, chairman of the board of management.

While sales were satisfactory overall in the first half of 2008, the fourth quarter saw a significant drop. In total, sales were down 2.6 percent on the previous year, at approximately 45.1 billion euros. The development of sales was also impacted by the appreciation of the euro against the dollar and other key currencies, which was substantial at times. Disregarding currency effects, sales were down 0.5 percent.

Dissimilar developments of the business sectors

We recorded substantial losses in the Automotive Technology business sector, with sales falling by 6.9 percent to 26.5 billion euros. Nonetheless, we were still able to maintain our position as the world's largest automotive supplier. Sales in the Consumer Goods and Building Technology business sector increased only slightly, by 1.4 percent, to 11.9 billion euros. With sales growing by roughly 13 percent to 6.7 billion euros, Industrial Technology disclosed the strongest growth.

The development of sales also varied from region to region. Our sales in North America were down 15 percent to 5.9 billion euros. Automotive Technology was hardest hit, due to the difficulties facing North American automakers. By contrast, sales in South America again grew at a double-digit rate, both in euros and in local currencies, rising by 12 percent to a good 1.7 billion euros. In Europe, sales fell by 1.9 percent to 29.7 billion euros. This was mainly due to significant reductions in call orders from automakers. In Asia Pacific, sales grew by 3.2 percent to 7.9 billion euros.

Headcount rises once again

By the end of the year, our global workforce had risen significantly by 10,400 to 281,700. This increase resulted solely from a large number of company acquisitions. In our established businesses, headcount increased again in Asia Pacific and – even if only slightly – in Europe, though it fell in the Americas in equal measure, primarily as a result of the difficult economic situation in North America. Headcount remained stable in Germany. At the end of the year, we employed 114,400 associates in Germany and 167,300 in the rest of the world.

In the Bosch Group, we invested roughly 3.3 billion euros – 640 million euros more than in the previous year – in 2008 in order to reinforce our international position in the market and build up new areas of business. Automotive technology accounted for around two-thirds of this total. In addition to the semiconductor factory in Reutlingen, Germany, we invested heavily in production facilities for our common-rail diesel technology and gasoline direct injection technology in Germany, but also in China and Turkey. In Industrial Technology, we expanded our capacities for components and gearboxes for wind-power generation in Germany and China. In addition, we will invest some 500 million euros in expanding our solar energy activities between now and 2012. At the beginning of 2009, we began construction work on a manufacturing facility for crystalline solar cells in Arnstadt, Germany.

The Bosch Group is active in the following fields:

- Automotive technology
- Automation technology
- Packaging technology
- Solar energy
- Power tools
- Heating technology
- Household appliances
- Security systems

Strategic orientation to long-term trends

Our strategy remains unchanged despite the currently difficult economic phase. It takes its lead from fundamental global trends, including first and foremost the urgent task of environmental protection. Furthermore, it remains obvious that the emerging markets will continue their catching-up process, and will eventually evolve into significant economic powers in the medium to long term.

Innovations are a key element in our strategy. The growing demands placed on climate protection and energy efficiency will be a major driver of innovation in the years ahead. We regard it as our task to help create an environment worth living in by further developing our products and creating new solutions. It is part of our strategy to significantly grow our business with systems and components for utilizing renewable energy.

In the long term, our aim is to achieve an even better balance in our sales structure. We want our Industrial Technology and Consumer Goods and Building Technology business sectors to grow faster than the group average, but without neglecting any market opportunities in Automotive Technology.

Technology and Innovation

Strategic vision and innovative strength are the pillars of our business success. Our innovations originate from diverse technological fields. Key areas are the improvement of energy efficiency in all applications, the further development of sensor technology and photovoltaics, and the increasing use of electricity in the drivetrain.

To allow the production of cost-effective, highly efficient organic solar modules, we are developing printing processes that work in conditions similar to series production. The aim is to speed up manufacturing and lower equipment costs.

The inventiveness of our associates is the bedrock of our innovative strength. We filed 3,850 patent applications in 2008, making us one of the most innovative companies in Germany. Just under 40 percent of these patents were directed at protecting the environment and conserving resources. We spent some 3.9 billion euros on research and development in 2008, equivalent to 8.6 percent of total group sales. We have around 32,600 associates working in research and development, more than 1,400 of them in our corporate sector Research and Advance Engineering.

German Future Prize for sensors

Living proof of our innovative strength: a Bosch team won the annual German Future Prize, Federal President's Award for Technology and Innovation 2008. Our research team developed key processes for micro-machined sensors (micro-electromechanical systems – MEMS) which permit completely new uses of these sensors, also outside the automotive area.

In addition to conventional uses in automotive technology – for example, as crash sensors for airbags – MEMS like these are being used more and more frequently in consumer electronics products. An acceleration sensor, for instance, can detect whether a laptop is falling from a desk, allowing the hard disk to be protected before impact. Another example is a micromechanical pressure sensor that measures altitude to the nearest 25 centimeters – which with corresponding devices makes mobile navigation possible even in multi-story buildings, as well as for emergency call systems. We are developing further uses for micromachining in the area of medical technology.

Using energy efficiently

One important concern of our global research activity is the central question of how to make energy utilization more efficient. For example, we are a sustaining member of the MIT Energy Initiative (MITEI) at Massachusetts Institute of Technology in the U.S. This initiative brings together the potential and expertise of more than a dozen leading global companies and of the renowned MIT itself. Together, forward-looking solutions for sustainable energy utilization are being developed, focusing on new materials and concepts for energy conversion.

In one of our projects, we are using computer simulations to investigate new materials for batteries. Another project is concerned with thermoelectric materials: in certain semiconductors, large temperature differences produce electrical voltages. With the help of nanotechnology, this effect can be made more intense in certain alloys, making it possible to convert heat directly into electricity. Part of the waste heat, for example, from vehicles or homes can be utilized in this way.

An innovation from our Thermotechnology division is also contributing to efficient energy management. For the new generation of Cerapur gas-condensing boilers, we have developed a control unit with a special solar optimization function. In conjunction with solar collectors, the control unit registers empirical data relating to the solar system installed and estimates whether the solar energy likely to be captured by the collectors will be sufficient to heat the water in the home.

To operate high-precision injection valves, we use piezo-ceramic actuators. The performance ability of the piezo actuators is largely determined by the composition of their materials. For this reason, we carry out numerous tests on material properties as part of our materials development efforts.

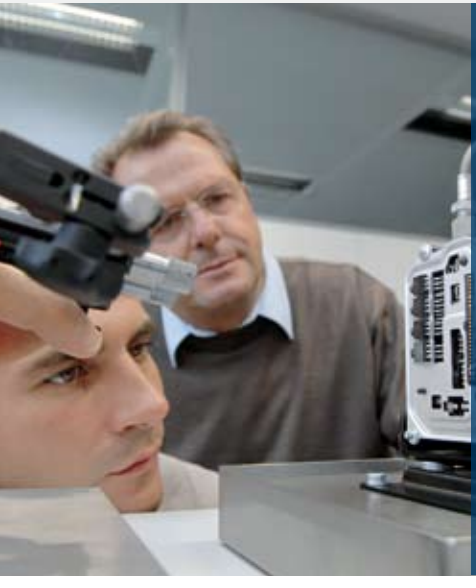
New engineering center in Singapore

We opened a new regional center for research and advance engineering in Singapore in 2008. The Research and Technology Center Asia Pacific analyzes technological trends and market opportunities in the Asia Pacific region and identifies and promotes issues with potential for further development. The center also coordinates the efforts of the two Bosch research teams that began work in Tokyo and Shanghai in 2005.

Corporate Research ▸ **www.research.bosch.com**

Automotive Technology

Following a slight increase in the first half of 2008, global automobile production stagnated and then collapsed in every part of the world in the fourth quarter. Viewed for 2008 as a whole, production fell worldwide by some 3 percent. Our Automotive Technology business sector was not able to escape unscathed from this steep downturn. Compared to the previous year, its sales dropped by 6.9 percent to 26.5 billion euros.



In 2008, we started production of a variant of our ESP® brake control system, in which the sensors for measuring the yaw rate and lateral acceleration are integrated into the control unit for the first time. This cuts the space required in the vehicle and reduces the assembly outlay for the entire system.

Key data	2008
Associates	168,571
Sales revenue	26,475
Capital expenditure	2,195
R&D cost	3,250

Currency figures in millions of euros

Automotive Technology is the largest Bosch business sector. It generates some 59 percent of total group sales. The four largest business areas are: injection technology for internal-combustion engines (gasoline and diesel), systems for active and passive vehicle safety (brakes, ABS, ESP®, airbag control units), electrical machines (starters, alternators, small-power motors), and products for mobile communication (car radios, navigation systems).

Internal-combustion engine remains dominant technology

Increasingly, we notice a sustained trend toward more eco-friendly vehicles. This reinforces our conviction that products which make driving cleaner, safer, and more economical will be in even greater demand in the future. To make this "Invented for life" technology available in the market, we increased our research and development expenditure once again last year. At 3.2 billion euros, the 2008 figure was the equivalent of roughly 12 percent of our sales in automotive technology.

We are confident that the internal-combustion engine will remain the dominant automotive drive system over the next 20 years. We believe there is still considerable potential for optimizing this engine. In our view, hybrid vehicles are an

interim technology en route to the long-term objective of an electric car. Our strategy is to advance these challenging technology concepts in parallel.

Accordingly, we are not only focusing on the further development of our diesel and gasoline direct-injection technologies. Last year, we also joined forces with Mahle GmbH, Stuttgart, Germany, to set up a joint venture company in the area of exhaust-gas turbochargers. When used in conjunction with turbocharging, gasoline and diesel engines can be made more compact without impairing performance. This also cuts fuel consumption and CO_2 emissions considerably. At the same time, we have further stepped up our work to develop hybrid technology, pooling this work in a separate business unit. At the start of 2009, some 400 of our associates were already working on hybrid and electrical drives.

Together with the Stuttgart automotive supplier Mahle, we have set up a joint venture in the area of exhaust-gas turbochargers. Turbocharging allows gasoline and diesel engines to be downsized without impairing performance. This saves fuel and reduces CO_2 emissions.

Considerable advances still have to be made when it comes to battery technology for both hybrid and electric vehicles. It was for this purpose that we set up the joint venture company SB LiMotive Co Ltd together with the Korean company Samsung SDI. The company's purpose is to drive forward the development of automotive lithium-ion battery technology, and to manufacture these batteries in large-scale series production. The objective is to develop batteries with a much higher energy and power density, as well as a far longer service life, at a much lower cost. We also continue to research and develop in the area of fuel-cell technology.

Bosch manufactures automotive technology at 131 locations in 30 countries.

Divisions

- Gasoline Systems
- Diesel Systems
- Chassis Systems Brakes
- Chassis Systems Control
- Electrical Drives
- Starter Motors and Generators
- Car Multimedia
- Automotive Electronics
- Automotive Aftermarket
- Steering Systems[1]

[1] ZF Lenksysteme GmbH (50% Bosch-owned)

Start-stop systems gaining ground

One simple yet very efficient way of saving fuel is to automatically shut down and quickly restart the engine during short stops, for example at traffic lights and in stop-and-go traffic. We predict that start-stop systems will be fitted in every second new vehicle in Europe as early as 2012. Our cost-effective start-stop solution, which we launched in 2007, is now in great demand, and is being used by a number of automakers. By the end of 2008, this system had already been fitted in roughly 650,000 vehicles.

Another milestone for Bosch diesel technology – the world's first common-rail system for passenger cars with an injection pressure of 2,000 bar. The highly flexible and precise metering of diesel fuel at every stage of operation cuts fuel consumption as well as emissions of carbon dioxide and other pollutants, as well as optimizing the engine's performance.

Expanding our aftermarket activities

We supply automotive workshops worldwide with spare parts, state-of-the-art testing and diagnostic technology, vehicle-specific data, and technical expertise. As a result of acquisitions, primarily in Asia and the Americas, we stepped up our activities in these areas in 2008. We acquired a diagnostic equipment specialist in China and two companies working in the areas of tire service technology and wheel alignment in the U.S. and Brazil. In September 2008, we acquired the brake pad business of the Morse Group in Chicago, IL (USA), which produces brake pads primarily for the U.S. aftermarket. An alliance with the Danish company Agramkow Fluid Systems A/S, Sønderborg, will make us one of the first companies in the market to offer servicing equipment for air-conditioning systems that use CO_2 as a coolant. At the start of 2008, we expanded our portfolio for remanufactured spare parts – the Bosch Exchange program – by acquiring Holger Christiansen A/S, Esbjerg, Denmark.

With our Bosch Service concept, we operate the world's largest independent workshop network – the Bosch Car Service. There are currently over 1,000 operations in Germany and more than 14,000 worldwide. All of them offer drivers competent service that is not tied to any particular make of car.

▸ **www.bosch.de/k**
▸ **www.zf-lenksysteme.com**

Industrial Technology

In 2008, Industrial Technology was the business sector recording the strongest growth. At 6.7 billion euros, sales were up by roughly 13 percent (15 % after adjusting for currency effects). These figures were boosted by the first-time partial consolidation of our new acquisition ersol Solar Energy AG, Erfurt, Germany, which operates in the photovoltaics field. We set up a new division, Solar Energy, specifically for our activities in this area.

Work on the inner parts of a machine calls for reliable safety functions for the protection of the operator. Bosch Rexroth has end-to-end system solutions to meet these needs.

Key data	2008
Associates	42,760
Sales revenue	6,733
Capital expenditure	662
R&D cost	283

Currency figures in millions of euros

Our activities in Industrial Technology include automation technology, packaging technology, and photovoltaics. The subsidiary Bosch Rexroth offers all major technologies for machine drive, control, and motion applications – hydraulics, electrics, mechanics, and pneumatics. In packaging technology, Bosch specializes in machinery and lines for the confectionery, foodstuffs, and pharmaceuticals industries.

Strong growth in automation technology

Once again, growth was driven primarily by Bosch Rexroth. This division recorded excellent growth, especially in Europe and Asia. This development was bolstered above all by a high backlog of orders in industrial and mobile hydraulics. The business with components and gearboxes for wind-power generation exhibited particularly strong growth. Through the takeover of the Swedish hydraulics specialist Hägglunds Drives AB, Mellansel, we expanded our product portfolio to include more powerful radial-piston motors of the type used in mining and materials handling technology. Additionally, we acquired K. & H. Eppensteiner GmbH & Co KG, Ketsch, Germany, which manufactures filters for hydraulic applications.

Packaging technology expanded

The packaging machinery business developed positively, bolstered by the international expansion of our activities, especially in Asia and eastern Europe, and by a range of innovative product solutions. We strengthened our market position by acquiring Paal GmbH & Co KG, Remshalden, Germany. This allowed us to add systems for secondary and case packaging to our portfolio.

Establishing new areas of business

It is part of our strategy to significantly grow our business with systems and components for utilizing renewable energy. In view of the finite nature of fossil fuels and the need to cut CO_2 emissions, we expect that the use of renewable energies will play an increasingly important role in the future. Decentralized energy generation will also gain in significance.

In acquiring the majority holding in ersol Solar Energy AG, Erfurt, Germany, we aim to further strengthen our position in the renewable energies field. Ersol is one of Europe's leading manufacturers of solar cells, and has also set up a production facility for the manufacture of thin-film modules.

This was also why we took over photovoltaics manufacturer ersol Solar Energy AG in mid-2008. We want to further expand this area of business. In the area of renewable energies – activities relating to wind power, solar thermal systems, heat pumps, and photovoltaics – we recorded sales of a strong 1 billion euros in 2008.

Bosch manufactures industrial technology at 97 locations in 25 countries.

Divisions

- ▸ Drive and Control Technology[1]
  - – Electric drives and controls
  - – Hydraulics
  - – Linear-motion technology
  - – Pneumatics
- ▸ Packaging Technology
  - – Packaging machines and lines
- ▸ Solar Energy[2]
  - – Wafer-based silicon solar cells
  - – Thin-film modules

[1] Bosch Rexroth AG (100% Bosch-owned)

[2] ersol Solar Energy AG (96.9% Bosch-owned)

Drive and Control Technology ▸ **www.boschrexroth.com**
Packaging Technology ▸ **http://pa.bosch.com**
Solar Energy ▸ **www.ersol.de**

Consumer Goods and Building Technology

Our Consumer Goods and Building Technology business sector felt the effects of the slowdown in the construction and consumer goods industries in 2008. Nonetheless, sales of power tools, heating technology, security systems, and household appliances increased slightly, by 1.4 percent, to 11.9 billion euros. In a difficult business environment, we were able to increase our market share worldwide.

The acquisition of the Swiss abrasives manufacturer sia Abrasives, based in Frauenfeld, enables us to expand our product range and strengthen our position as one of the leading manufacturers of power-tool accessories.

Key data	2008
Associates	61,205
Sales revenue	11,897
Capital expenditure	407
R&D cost	356

Currency figures in millions of euros

In its Consumer Goods and Building Technology business sector, Bosch operates in the areas of power tools, heating technology, and security systems. The business sector also includes the household appliances of the fifty-fifty joint venture BSH Bosch und Siemens Hausgeräte GmbH.

Power tools

With its strong brands Bosch, Skil, and Dremel, Bosch is one of the world's leading manufacturers of power tools for the building trade, industry, and DIY enthusiasts. The product range also includes accessories such as drill bits, saw blades, and gardening appliances. Innovative strength and speed remain the main reasons for our success. In 2008 alone, we launched more than 100 new and improved products, including a great many products featuring lithium-ion technology. To add to our product portfolio in the accessories segment, we acquired the Swiss abrasives specialist sia Abrasives Holding AG, Frauenfeld, and the Italian saw-blade manufacturer Freud SpA, Milan. At the same time, we broadened our range of measuring tools by acquiring CST/berger, West Lafayette, IN (USA), and RoboToolz, Hong Kong.

Bosch manufactures consumer goods and building technology at 80 locations in 26 countries.

Divisions

- Power Tools
  - Power tools for the building trade, industry, and the DIY sector
  - Accessories
  - Garden tools
- Thermotechnology[1]
  - Heating and hot-water systems
  - Open-loop and closed-loop control systems
- Household Appliances[2]
  - Cooking, dishwashing
  - Washing, drying
  - Cooling, freezing
  - Cleaning of floor surfaces
  - Consumer products
  - Network-compatible household appliances
- Security Systems[3]

[1] Bosch Thermotechnik GmbH (100% Bosch-owned)
[2] BSH Bosch und Siemens Hausgeräte GmbH (50% Bosch-owned)
[3] Bosch Sicherheitssysteme GmbH (100% Bosch-owned)

Heating technology

In heating technology, high energy prices and a growing awareness of how limited reserves of fossil fuel are have stimulated demand for energy-efficient heating systems. In addition, several European governments have made it more attractive to invest in energy-efficient heating systems. This development had a positive effect on our business. Growth was driven by our resource-conserving condensing appliances, as well as by systems for utilizing renewable energies, such as solar collectors and electric heat pumps. Due to the sharp rise in demand for solar collectors for hot-water generation, we have increased our annual global production capacity to 350,000 units.

Security systems

Bosch is one of the world's leading suppliers of electronic security and communications systems. The company's chief areas of activity are video surveillance, public address, evacuation, and access control. Our security solutions are used at many diverse locations, such as banks, city centers, industrial complexes, retail stores, train stations, and airports. In 2008, we grew faster than the market. The development of our video-surveillance and fire-alarm systems business was especially positive. Through the acquisition of the Canadian company Extreme CCTV, we expanded our product portfolio to include video-surveillance systems for use in difficult conditions.

Household appliances

BSH Bosch und Siemens Hausgeräte GmbH, in which Bosch and Siemens each hold a 50 percent share, is one of the world's top three companies in the household appliances industry. For many years now, the company has led the way in especially energy-efficient appliances. In 2008, BSH was awarded the first German Sustainability Award for its corporate strategy, which is geared to economic, ecological, and social sustainability.

Power Tools ▸ **www.bosch-pt.de**
Thermotechnology ▸ **www.bosch-thermotechnology.com**
Security Systems ▸ **www.boschsecurity.com**
Household Appliances ▸ **www.bosch-hausgeraete.de**

Our Responsibility

For us, corporate responsibility means maintaining a balance among business, social, and ecological concerns. We firmly believe this is the only way we can ensure our company's successful long-term development. This is important for the way we define leadership, for our dealings with associates, for our treatment of the environment, and for our involvement in society.

As a member of society, we also regard it as part of our responsibility to continue boosting energy efficiency. For this reason, we have been preparing for the electrical age in driving for some time now, even though the internal-combustion engine looks set to remain the predominant drive system for vehicles for the foreseeable future.

Leadership

Our entrepreneurial independence gives us a high degree of autonomy and allows us to pursue our corporate strategy over the long term. The key to this independence is our special ownership structure – with a charitable foundation and the Bosch family as shareholders, and with an industrial trust that carries out the entrepreneurial ownership functions. We enjoy a close relationship with the descendants of our company founder, who are actively involved in our supervisory council, in the meetings of the shareholders, and in the trust. This relationship is an important part of our corporate culture and strengthens the identity of our company.

Our goal is to secure the long-term and successful continued development of our company through sustained, profitable growth. Even in difficult times, we keep our sights set firmly on this goal. Despite the need to make savings in the current economic climate, therefore, we believe it is essential to maintain forward-looking investment in key areas.

Orientation for associates

We have set out guidelines for the way we work together and for our long-term road map, and compiled them in the "House of Orientation." This guide gives us answers to three key questions: What drives us? What do we have in common? What do we stand for? The House of Orientation includes the Bosch vision as our shared image of the future, the BeQIK mission as a guide for our daily actions, our core competencies for the ongoing successful development of our company, and the Bosch values which strengthen the bond that holds our worldwide operations together.

In the Bosch value code, we commit to a clear future and result focus, to responsibility, initiative and determination, openness and trust, fairness, cultural diversity, and to reliability, credibility, and legality. We expect all our associates to comply with legal requirements and internal regulations. We have compiled the key principles of our ethics policy in a code of business conduct.

Associates

HR management in the Bosch Group is a matter of strategic significance. It helps us to find, develop, and retain capable associates worldwide, and thus to achieve our long-term growth targets. A key factor in the acquisition and retention of capable associates is the good reputation of Bosch as an employer. Through intensive personnel marketing, we have raised our profile among university graduates in a number of markets worldwide.

We were one of the first industrial enterprises in Germany to offer a further training program designed specifically for graduates with a bachelor's degree in a technical or commercial subject. The program's aim is to allow them to gain a year's practical experience at Bosch before launching into their studies for their master's degree.

Worldwide competition for the best talent is increasing, driven in part by the ageing population across large areas of the globe. And as associates become older, their education and health are key to our future ability to remain a top performer in the international competitive arena. For some time now, we have been taking extensive action to prepare for demographic change. We support our associates in their efforts to stay in peak condition in body and mind. We regard occupational training as an integral part of our social responsibility. Worldwide, some 6,100 young people receive high-quality training.

Environmental involvement: in association with the United Nations, the Bangalore chapter of the international Art of Living Foundation had called on people to plant 100 million trees worldwide during late summer 2008. Associates and managers at our Indian site in Bangalore took part in the campaign.

Environment

Environmental protection has always been an integral part of our corporate strategy. We believe it harbors enormous potential for our company's strong and meaningful development, since the market for environmental technology is growing rapidly. The opportunity for us as a global technology

and services company lies in offering products worldwide that provide technical solutions to ecological challenges. Eco-friendly, resource-saving products account for some 40 percent of our research and development expenditure.

Since 2008 we have been a member of the Chicago Climate Exchange, the world's first and North America's only non-governmental organization to operate a legally binding greenhouse-gas emissions registry, reduction, and trading program. By joining, we commit ourselves to reducing by 2010 direct greenhouse-gas emissions from our business activities in the United States by six percent from their average 2000 level. Worldwide, our aim is to cut CO_2 emissions at our locations by at least 20 percent from their 2007 levels by 2020.

Handmade articles are the main source of income for Grupo Primavera in Campinas, Brazil. The proceeds are used to support young women from deprived areas. Grupo Primavera was the initial aid project of Primavera, the association founded by Bosch associates in 1990. The association subsequently took its name from the Campinas initiative. To date, it has collected more than 2.5 million euros in donations and cared for around 200,000 children worldwide.

Society

In our social endeavors, we not only rely on our own insights and experience, but also seek ideas and benchmarks internationally. We are part of a network of associations, non-governmental organizations, and companies working worldwide to eliminate differences in living and working conditions by bringing social and environmental conditions to a uniformly high level everywhere. These include the Global Reporting Initiative, the United Nations Global Compact, and the World Business Council for Sustainable Development.

We also collaborate with a number of universities and research institutes around the world. This collaboration takes various forms, such as special teaching posts and guest lectures, participating in and supporting scientific conferences, and financing endowed professorships.

Responsibility ▸ **http://csr.bosch.com**
Jobs and career ▸ **www.bosch-career.com**
Primavera ▸ **www.primavera-ev.de**

Robert Bosch Stiftung

Since 1964, Bosch's majority shareholder has been Robert Bosch Stiftung GmbH, a charitable foundation. The Stiftung carries on the charitable and social endeavors of the company's founder in contemporary form. It sees itself as a foundation that pursues its objectives both with programs and institutions of its own, and in the support it gives to suitable projects and initiatives proposed by others for tackling the tasks faced by society.

Tradition and modernity – The Robert Bosch House, the former residence of the company founder, today is the seat of the Robert Bosch Stiftung. The Stiftung also has offices in the neighboring Bosch Haus Heidehof, which serves as a training and conference center for the Bosch Group.

With political far-sightedness, the courage of his convictions, and a host of charitable initiatives, Robert Bosch set the standards for the work carried out by the Robert Bosch Stiftung. This foundation currently supports projects in science, health, international relations, education, society, and culture. Each year, some 800 new "internal" and "external" projects are selected, and are supervised by a total of 110 associates. Of the internal projects, 60 percent have an international bearing. The most important instruments used by the Stiftung to achieve its objectives are grants, awards, pilot projects, competitions, and programs for journalists. In 2008, the Robert Bosch Stiftung was able to draw on funds of more than 60 million euros for charitable projects.

Main areas supported by the Stiftung

The work of the Stiftung focuses on the challenges facing society, such as reforming the education system, integrating the migrant population, adapting to the effects of demographic change, promoting the European ideal, and, increasingly, the changes in the working world. From the very beginning, international understanding has also been one of the central concerns of the Stiftung. Its commitment here is geared to the long term. Many junior executives in politics and administration, the media and culture, business, and the academic world receive support. The Stiftung also promotes activities to establish a sustainable health system in Germany. It addresses the changes in the labor market with programs that help to make the transition between school and labor market smoother, or that are intended to make better use of the potential and ability of older employees.

▸ **www.bosch-stiftung.de**

The Bosch Group in Germany

Corporate Headquarters
Gerlingen near Stuttgart

Research and Development Locations
Abstatt, Bamberg, Bühl/Bühlertal, Crailsheim, Elchingen, Erbach, Gerlingen, Giengen, Hannover, Hildesheim, Horb, Leinfelden, Leonberg, Lohr, Lollar, Ottobrunn, Plochingen, Reutlingen, Schwäbisch Gmünd, Schweinfurt, Schwieberdingen, Stuttgart, Traunreut, Waiblingen, Wernau

Manufacturing Locations – Automotive Technology
Ansbach, Bamberg, Berlin, Bietigheim, Blaichach/Immenstadt, Breidenbach, Bremen, Bühl/Bühlertal, Eisenach, Göttingen, Herne, Hildesheim, Homburg, Munich, Nürnberg, Plochingen, Reutlingen, Rutesheim, Salzgitter, Schwäbisch Gmünd, Stuttgart, Waiblingen

Technical Sales Offices for Automotive Original Equipment
Berlin, Braunschweig, Cologne, Frankfurt am Main, Munich, Stuttgart

Manufacturing Locations – Industrial Technology
Arnstadt, Augsfeld, Chemnitz, Crailsheim, Elchingen, Erbach, Erfurt, Fellbach, Hannover, Homburg, Horb, Ketsch, Lohr, Nuremberg, Oberramstadt, Schweinfurt, Stuttgart, Viersen, Volkach, Waiblingen, Witten

Manufacturing Locations – Consumer Goods and Building Technology
Bad Neustadt, Berlin, Bretten, Dillingen, Eibelshausen, Giengen, Leinfelden, Lollar, Murrhardt, Nauen, Neukirchen, Ravensburg, Regensburg, Sebnitz, Straubing, Traunreut, Wernau, Wettringen

Sales and Service Centers
Berlin, Bochum, Cologne, Ditzingen, Düsseldorf, Essen, Fellbach, Frankfurt am Main, Fürth, Hamburg, Hannover, Karlsruhe, Leipzig, Magdeburg, Munich, Nuremberg, Ratingen, Rodgau, Stuttgart, Weimar, Wetzlar, Willershausen

Total number of associates in Germany as per January 1, 2009: 114,400

This list includes locations with 100 or more associates

The Bosch Group in Europe outside Germany

Austria 2,600 associates
Manufacture of automotive technology, automation technology, and packaging technology; development; sales; locations: Hallein, Linz, Pasching, Ternitz, Vienna

Belgium 2,060 associates
Manufacture of automotive technology; sales; locations: Brussels, Tienen

Czech Republic 8,270 associates
Manufacture of automotive technology and thermotechnology; development; sales; locations: Albrechtice, Brno, České Budějovice, Jihlava, Krnov, Prague

Denmark 880 associates
Manufacture of automotive and packaging technology; sales; locations: Ballerup, Esbjerg, Sandved

Finland 230 associates
Sales; location: Vantaa

France 9,460 associates
Manufacture of automotive technology, automation technology, thermotechnology, and household appliances; development; sales; locations: Angers, Beauvais, Bonneville, Chelles, Drancy, Forbach, Lipsheim, Marignier, Mondeville, Moulins, Rodez, Saint-Ouen, St.-Thégonnec, Tremblay, Vendôme, Vénissieux

Greece 590 associates
Manufacture of household appliances; sales; location: Athens

Hungary 7,270 associates
Manufacture of automotive technology, automation technology, and power tools; development; sales; locations: Budapest, Eger, Hatvan, Kecskemét, Miskolc

Italy 5,490 associates
Manufacture of automotive technology, automation technology, and power tools; development; sales; locations: Bari, Brembate, Cernusco, Correggio, Milan, Modena, Modugno, Nonantolo, Offanengo, Pavullo, Reggio Emillia, Turin, Vezzano

Netherlands 3,850 associates
Manufacture of automotive technology, automation technology and packaging technology, as well as of power tools, thermotechnology, and security systems; development; sales; locations: Amsterdam, Boxtel, Breda, Buinen, Deventer, Eindhoven, Hoevelaken, Schiedam, Tilburg, Weert

Norway 230 associates
Sales; location: Ski

Poland 1,880 associates
Manufacture of automotive technology and household appliances; sales; locations: Lodz, Warsaw, Wroclaw

Portugal 3,580 associates
Manufacture of automotive technology, thermotechnology, and security systems; sales; locations: Abrantes, Aveiro, Braga, Lisbon, Ovar

Romania 840 associates
Manufacture of automation technology and security systems; sales; locations: Blaj, Bucharest, Timisoara

Russian Federation 2,270 associates
Manufacture of automotive technology and household appliances; sales; locations: Engels, Moscow, St. Petersburg

Slovakia 710 associates
Manufacture of automotive technology and household appliances; sales; locations: Bernolakova, Michalovce

Slovenia 760 associates
Manufacture of automation technology and household appliances; sales; locations: Nazarje, Skofia Loka

Spain 7,390 associates
Manufacture of automotive technology, automation technology, and household appliances; sales; locations: Aranjuez, Barcelona, Buelna, Castellet, Esquiroz, Huarte, La Cartuja, Lliça, Madrid, Montañana, San Sebastian, Santander, Treto, Vigo, Vitoria

Sweden 1,990 associates
Manufacture of automation technology and thermotechnology; sales; locations: Kista, Mellansel, Stockholm, Tranås, Vagnhärad

Switzerland 3,460 associates
Manufacture of automation technology and power tools; development; sales; locations: Beringen, Buttikon, Ecublens, Frauenfeld, Geroldswil, Solothurn, St. Niklaus

Turkey 8,390 associates
Manufacture of automotive technology, thermotechnology, and household appliances; development; sales; locations: Bursa, Cerkezköy, Istanbul, Manisa

Ukraine 310 associates
Manufacture of automotive technology; sales; locations: Kiev, Krakovets

United Kingdom 5,430 associates
Manufacture of automotive technology, automation technology, power tools and thermotechnology; sales; locations: Alfreton, Cardiff, Cirencester, Clay Cross, Denham, Glenrothes, Greetland, Kidderminster, Milton Keynes, St. Neots, Stowmarket, Worcester

As per January 1, 2009
This list includes countries and locations with 100 or more associates, as well as locations of non-consolidated subsidiaries.

Further companies operate in Belarus, Bulgaria, Croatia, Estonia, Latvia, Lithuania, Luxembourg, Malta, and Serbia.

The Bosch Group outside Europe

Argentina 710 associates
Manufacture of automotive technology and automation technology; sales; location: Buenos Aires

Australia 2,250 associates
Manufacture of automotive technology and automation technology; sales; locations: Clayton, Melbourne, Sydney

Brazil 13,360 associates
Manufacture of automotive technology, automation technology, packaging technology, power tools, and household appliances; sales; locations: Aratú, Atibaia, Belo Horizonte, Campinas, Curitiba, Hortolandia, Pomerode, São Paulo

Canada 620 associates
Manufacture of automation technology and security systems; sales; locations: Burnaby, Mississauga, Welland

China 22,700 associates
Manufacture of automotive technology, automation technology, packaging technology, power tools, thermotechnology, security systems, and household appliances; sales; locations: Beijing, Changsha, Chuzhou, Dalian, Dongguan City, Hangzhou, Hong Kong, Nanjing, Shanghai, Shenzhen, Suzhou, Wu Jin, Wuxi, Xian, Zhuhai

India 18,450 associates
Manufacture of automotive technology, automation technology, packaging technology, and power tools; sales; creation of software; locations: Ahmedabad, Bangalore, Bommanahalli, Chakan, Coimbatore, Jaipur, Jalgaon, Koramangala, Naganathapura, Nashik, Pune

Japan 7,970 associates
Manufacture of automotive technology, automation technology, and packaging technology; sales; locations: Higashi-Matsuyama, Kawamoto, Misato, Musashi, Nagoya, Odawara City, Ota-City, Oura, Takasaki, Tochigi, Tokyo, Tomioka, Tsuchiura, Yokohama, Yorii

Korea 2,190 associates
Manufacture of automotive technology and automation technology; sales; locations: Buyong, Daejoen, Gunpo-Si, Yongin

Malaysia 2,740 associates
Manufacture of automotive technology and power tools; sales; locations: Penang, Petaling Jaya, Shah Alam

Mexico 6,900 associates
Manufacture of automotive technology and power tools; sales; locations: Aguascalientes, Juarez, Mexicali, México DF, Saltillo, San Luis Potosí, Toluca

Peru 130 associates
Manufacture of household appliances; sales; location: Callao

Singapore 520 associates
Sales; location: Singapore

South Africa 840 associates
Manufacture of automotive technology; sales; locations: Brits, Midrand

Taiwan 170 associates
Manufacture of automation technology; sales; location: Taipei

Thailand 780 associates
Manufacture of automotive technology; sales; locations: Amata City, Bangkok, Rayong

USA 17,350 associates
Manufacture of automotive technology, automation technology, packaging technology, power tools, security systems, and household appliances; sales; around 80 locations, including Anderson/SC, Bethlehem/PA, Broadview/IL, Burnsville/MN, Charleston/SC, Clarksville/TN, Farmington Hills/MI, Fayetteville/NC, Fountain Inn/SC, Fayetteville/NC, Knoxville/TN, Lincolnton/NC, Mount Prospect/IL, New Bern/NC, Plymouth/MI, Somerset/PA, South Bend/IN, St. Joseph/MI

Venezuela 140 associates
Sales; location: Caracas

As per January 1, 2009.
This list includes countries and locations with 100 or more associates, as well as locations of non-consolidated subsidiaries.

Further companies operate in Chile, Colombia, Indonesia, Israel, Kazakhstan, New Zealand, the Philippines, the United Arab Emirates, and Vietnam.

Milestones in Product History

1887
Construction of the first Bosch low-voltage magneto for stationary internal-combustion engines

1897
First installation of an ignition device in a motor vehicle

1902
Delivery of the first spark plugs and the first high-voltage magneto ignition system

1927
Series production of Bosch diesel injection pumps

1928
First Bosch power tool

1933
Bosch refrigerator marks the start of household appliance manufacture

1951
Rollout of gasoline injection pumps for vehicle engines

1957
Production of car transistor radios

1958
The first Bosch washing machines are manufactured

1964
The Bosch dishwasher is launched

1967
Bosch Jetronic injection system goes into series production

1974
Introduction of the ARI traffic information system

1976
Production of lambda sensors
Development of the world's first swivel-arm industrial robot

1978
Market launch of ABS, the world's first series-produced antilock braking system

1979
Series production of Bosch Motronic (digital system to control gasoline injection and ignition)

1986
Series production of traction control system (TCS)
Market launch of electronic diesel control (EDC)

1989
Market launch of the Travelpilot navigation system

1995
Market launch of vehicle navigation systems with voice guidance to destination

Introduction of electronic stability program (ESP®)

1996
Series production of the VP44 high-pressure diesel injection pump

1997
Series production of the common-rail high-pressure diesel direct-injection system

1998
Series production of UIS, the single-cylinder unit injector system for diesel engines

2000
Series production of adaptive cruise control (ACC)

Series production of the DI Motronic gasoline direct-injection system

2002
First series application of electronic battery management (EBM)

Introduction of the Wallscanner (instrument to locate invisible installations in walls)

2003
Series production of the third-generation common-rail system, with piezo inline injectors

Market launch of the Ixo, the first power tool with lithium-ion rechargeable battery

2004
Introduction of contact-free optical axle measurement system

Series production of the Denoxtronic fuel-metering system for exhaust gas treatment in commercial vehicles

2005
Deutscher Zukunftspreis 2005 (together with Siemens) for the development of piezo-injection technology

Series production of the active night vision system for passenger cars

2006
Development of a gasoline direct injection system with piezo elements

2007
Introduction of the start-stop system

2008
Series production of the parking assistant

Milestones in Company History

1861
Robert Bosch born in Albeck near Ulm

1886
At the age of 25, Robert Bosch opens his “Workshop for Precision Mechanics and Electrical Engineering” in Stuttgart

1898
First sales office outside Germany opens in the U.K.

1905
First manufacturing site outside Germany opens in France

1912
First manufacturing site in the U.S.

1913
Foundation of an independent apprentice training department, with an industrial apprentices’ workshop

1919
Establishment of the in-house newspaper “Bosch-Zünder”

1921
Establishment of an after-sales organization: the first Bosch Service agents start work

1932
Acquisition of the natural gas-fired appliance manufacturer Junkers & Co GmbH

1933
Acquisition of Ideal-Werke für drahtlose Telephonie AG (later Blaupunkt GmbH, now Robert Bosch Car Multimedia GmbH)

1942
Robert Bosch dies, aged 80

1967
Bosch-Siemens Hausgeräte GmbH joint venture set up (known since 1998 as BSH Bosch und Siemens Hausgeräte GmbH)

1995
Five joint ventures set up in China

1996
Acquisition of the brake operations of AlliedSignal Inc in the U.S. and Europe

1998
Opening of a test center and test track in Boxberg

1999
Steering systems joint venture set up with ZF Friedrichshafen AG

Acquisition of a majority stake in the Japanese Zexel Corporation (known since 2000 as Bosch Automotive Systems Corporation)

2000
Sale of the public networks and private networks telecommunications divisions, and of mobile telephone operations

2001
Acquisition of Detection Systems Inc, Fairport, NY (USA)

Industrial leadership of Mannesmann Rexroth AG, and its merger with the Automation Technology division to form Bosch Rexroth AG

2002
Acquisition of the subsidiary Communication, Security, & Imaging from Philips BV, Eindhoven (Bosch Security Systems BV since 2003)

Establishment of a company pension scheme for Bosch associates

2003
Acquisition of Buderus AG, Wetzlar

2004
Opening of our engineering center in Abstatt

Acquisition of Sigpack, the Swiss packaging machinery manufacturer

2005
Acquisition of the Swedish company IVT Industrier AB, Tranås

Acquisition of majority holding in Oil Control Group SpA, Milan, Italy

Bosch-Zünder published worldwide in eight languages

2006
Acquisition of Telex Communications Holdings Inc, Minneapolis, MN (USA)

Acquisition, together with Mann+Hummel, Ludwigsburg, Germany, of the Purolator filters business from ArvinMeritor Inc, Detroit, MI (USA)

2007
Acquisition of the electrical heat pump manufacturer FHP Manufacturing Company, Fort Lauderdale, FL (USA)

Assumption of industrial leadership of Pacifica Group Ltd, Melbourne, Australia

Acquisition of Pharmatec GmbH, Dresden, Germany

2008
Acquisition of majority shareholding in the photovoltaics manufacturer ersol Solar Energy AG, Erfurt, Germany

Acquisition of majority shareholding in the Swiss abrasives manufacturer sia Abrasives Holding AG, Frauenfeld

Joint venture for exhaust-gas turbo-chargers with Mahle GmbH, Stuttgart

Joint venture with Samsung SDI to develop and manufacture lithium-ion batteries for vehicles

2009
Groundbreaking ceremony for the construction of a facility to manufacture crystalline solar cells and modules in Arnstadt, Germany

Management

Board of Management

Franz Fehrenbach
Chairman

Dr. Siegfried Dais
Deputy Chairman

Dr. Bernd Bohr
Dr. Rudolf Colm
Dr. Volkmar Denner
Gerhard Kümmel
Dr. Wolfgang Malchow
Peter Marks
Uwe Raschke
Peter Tyroller

Supervisory Council

Prof. Dr.-Ing. Hermann Scholl
Chairman

Alfred Löckle
Deputy Chairman

Dr. forest. Christof Bosch
Christian Brunkhorst
Hartwig Geisel
Hans-Peter Gräther
Dr.-Ing. Rainer Hahn
Jörg Hofmann
Prof. Lars G. Josefsson
Dieter Klein
Prof. Dr. Hermut Kormann
Prof. Dr. Olaf Kübler
Matthias Georg Madelung
Daniel Müller
Dr. Hans-Friedrich von Ploetz
Wolfgang Ries
Urs B. Rinderknecht
Wolf Jürgen Röder
Tilman Todenhöfer
Hans Wolff

How to Contact Us

For information on the Bosch Group product line, contact **Coordination Sales and Marketing Consumer Goods and Industrial Technology (C/SM)**

For product brochures, contact **Marketing Communication and Brand Management (C/SMC)**

For articles and lectures by Bosch Group associates, contact the **Information Center (C/CTI1)**

For answers to journalists' questions, contact **Corporate Communications (C/CC)** or go to **www.bosch-press.com**

For information on career opportunities in the Bosch Group, contact **Human Resources Management (C/HM)** or go to **www.bosch-career.com**

For information on educational policy and change management, contact **Human Resources and Organizational Development (C/HD) with CIP coordination**

Companies wishing to become suppliers to Bosch should contact **Corporate Sector Purchasing and Logistics (CP)** or go to **http://purchasing.bosch.com**

Corporate Headquarters of the Bosch Group can be contacted at the following address and numbers:

Robert Bosch GmbH
Postfach 10 60 50
70049 Stuttgart

Phone +49 711 811-0
Fax +49 711 811-66 30

www.bosch.com

PEFC

Wood and paper products bearing the PEFC logo originate from responsibly managed forests.
For more information visit www.pefc.org