



Robert Bosch GmbH

Postfach 10 60 50
70049 Stuttgart

www.bosch.com

2008 edition

Bosch **today**



BOSCH

Invented for life

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 tasks as challenging, we are dedicated to our work, and we are proud to be part of Bosch.

Contents

4	The Bosch Group at a Glance
5	Key Data
6	The Business Year 2007
10	Technology and Innovation
14	Automotive Technology
20	Industrial Technology
24	Consumer Goods and Building Technology
28	Our Responsibility
34	Robert Bosch Stiftung
36	The Bosch Group in Germany
38	The Bosch Group in Europe outside Germany
40	The Bosch Group outside Europe
42	Milestones in Product History
44	Milestones in Company History
46	Management
47	How to Contact us

Shareholders of Robert Bosch GmbH

- ▶ Robert Bosch Stiftung GmbH | 92% share of equity | No voting rights
- ▶ Bosch family | 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 271,000 associates generated sales of 46.3 billion euros in fiscal 2007. The Bosch Group comprises Robert Bosch GmbH and its more than 300 subsidiaries and regional companies in roughly 50 countries. This worldwide development, manufacturing, and sales network is the foundation for further growth. Each year, Bosch spends more than 3 billion euros for research and development, and applies for over 3,000 patents worldwide. 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.

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

Bosch Group	2006	2007
Sales revenue	43,684	46,320
Percentage change from previous year	+5.4	+6.0
Percentage share of sales revenue generated outside Germany	74	75
Associates¹	261,291	271,265
located in Germany	110,480	112,300
located outside Germany	150,811	158,965
Capital expenditure	2,670	2,634
as a percentage of sales revenue	6.1	5.7
Research and development cost	3,348	3,583
as a percentage of sales revenue	7.7	7.7
Profit before tax	3,081	3,801
Profit after tax	2,170	2,850

Currency figures in millions of euros

¹ As per January 1, 2007 | 2008

For the Bosch Group, 2007 was a successful year. We were able to continue our growth course, and to further increase sales and earnings. Increasingly, we were successful with products that help to save energy and protect the environment. Our total global sales increased by 6% to 46.3 billion euros.



To coincide with the opening of the new Stuttgart trade fair in summer 2007, two 55 meter-wide Bosch logos shine out from each side of the trade fair parking structure over the Stuttgart-Munich freeway. Bosch has acquired the right to display its name on the parking structure, thereby supporting construction of the new trade fair in Stuttgart.

The appreciation of the euro, not only against the dollar but also against the yen, had a negative effect on sales figures. Ignoring currency effects, our sales increased by a good 8%, and were thus in line with our longer-term growth targets.

Growth in all business sectors

With sales growing by 9.4% to 6.0 billion euros, Industrial Technology was the growth driver. Its result was influenced by the excellent development of automation technology at Bosch Rexroth. After adjusting for currency effects, growth was 12%. The Consumer Goods and Building Technology business sector also performed well, increasing sales by 6.5% to 11.7 billion euros. Automotive Technology also performed more strongly, allowing us to defend our position as the world's leading automotive supplier. Its sales grew by 4.5% to 28.4 billion euros.

In terms of regions, Asia Pacific was once again a growth driver in 2007. In local currency, our sales there were up by 17%. Our total sales in this region amounted to 7.6 billion euros. In central and eastern Europe, sales rose by 20% to 3.7 billion euros. Business in western Europe was significantly better than in previous years, growing by 4.5%. In South America, too, sales grew strongly, rising by 14% to 1.5 billion euros. Even in the North American market, we improved sales by 6.5% in local currency. Expressed in euros, however, sales fell by 1.6% due to the strong depreciation of the dollar.

The Bosch Group operates in the following fields:

- ▶ Automotive technology
- ▶ Automation technology
- ▶ Packaging technology
- ▶ Power tools
- ▶ Thermotechnology
- ▶ Household appliances
- ▶ Security systems

Significant increase in headcount

The number of associates rose again in 2007. On January 1, 2008, some 271,000 associates were employed at Bosch. This is 10,000 more than one year previously. Most of this growth was again in Asia Pacific, particularly China and India, where headcount climbed by some 3,500, and in central and eastern Europe, where it increased by 2,600. In Germany, the number of jobs increased by more than 1,800, to 112,300. We have considerably stepped up our research and development expenditure: in 2007, it came to 3.6 billion euros, or 7.7% of sales.

To expand our international business further, to strengthen our business sectors, and to establish promising new areas of business, we invested some 2.6 billion euros in property, plant, and equipment in 2007. Automotive technology accounted for two-thirds of this total. One major project is the construction of a new semiconductor factory for eight-inch wafers in Reutlingen, Germany, in which we will invest a total of 600 million euros. We are also investing heavily in further expanding capacities for common-rail diesel technology, gasoline direct injection, drive technology for wind turbines, electrical heat pumps, and solar thermal systems.

Confirmation of strategic approach

We believe the positive developments in 2007 are confirmation that the strategy we have chosen is the right one. We have benefited from our moves to further strengthen our global presence – particularly in the emerging markets of Asia and central and eastern Europe. We also benefited hugely once again from the diversity of our activities. And our slogan “Invented for life” was reflected in a large number of innovations – innovations that allowed us to open up new markets. This applies especially to the increasing global demand for products that help protect the environment and conserve resources, and that offer users greater safety and comfort. With our global footprint and balanced product portfolio, we see good opportunities for remaining on our growth course in the years to come.

In the future, we expect to achieve the highest rates of growth in the emerging markets, with products for the low-price segments, particularly in the field of automotive technology. This market segment mainly comprises vehicles with a purchase price of between 3,000 and 7,000 euros, and in some cases even well below. We are responding to this new development. For example, we supply injection technology, brake systems, and automotive electrics for the “Nano.” This small car – which sells at a base price of 1,700 euros at current exchange rates – was unveiled by Indian carmaker Tata Motors at the start of 2008. But quite apart from these developments, we continue to strengthen our role as an innovation partner for the high-end automotive industry and will work together with it to set further technological milestones.

Innovations are fundamental to our success. Our innovative strength is based on the achievements of our research and development – over 29,000 associates working on new and better technologies, processes, manufacturing methods, and products. Collaboration with a globe-spanning network of leading scientists at universities and independent research institutes makes this work even more effective.



We have developed a new manufacturing method for integrated pressure sensors which simplifies the assembly process and results in exceptionally pressure-resistant sensor membranes.

Innovations are a core element of our corporate strategy. In 2007, we filed 3,280 patents – a new record. A series of prestigious awards also demonstrates that our innovations find acceptance in the public domain.

One of our latest innovations in automotive technology is the start-stop system. We are the first supplier in the world to manufacture this system in large-scale mass production. It stops the engine when the vehicle is at a standstill, and helps to significantly reduce fuel consumption, and thus also CO₂ emissions. A successful development in power tools is our laser rangefinder, an extremely compact and lightweight tool that allows users to measure rooms quickly and accurately.

Using energy efficiently

In automotive technology, we are looking into all aspects of the drivetrain, including the further development of diesel and gasoline direct injection and injection technology for alternative fuels, as well as systems and components for hybrid drives, fuel cells, and electric vehicles. This also includes the development of exhaust-gas turbochargers. At the beginning of 2008, we agreed to set up a joint venture with Mahle GmbH, Stuttgart, to develop these systems.

In automation technology at Bosch Rexroth, we work on gear units and drives for wind turbines, and are looking into ways of using ocean and tidal currents as a source of energy. In Consumer Goods and Building Technology, we have entered into an alliance to develop a Stirling engine for the generation of electricity. The aim of this collaboration is to make greater use of combined heat and power.

The house as a power plant

We are working on future ways of tapping renewable, environment-friendly energy sources. In cooperation with partners in the chemical industry, we are researching the potential of organic photovoltaics. Solar cells made from plastics have the potential to turn sunlight into electricity considerably more economically than silicon solar cells. Together with BASF, we have undertaken a joint investment in Heliatek GmbH in Dresden, Germany, a leader in this area. Our objective is to bring organic photovoltaics to market within the coming decade. To achieve this objective, we are

developing the solar cell structure and investigating ways to economically manufacture the new cells in bulk. These efforts are driven by the vision of the house that is self-sufficient in its energy needs. For example, organic photovoltaic cells can be applied to roof, windows, and walls as a thin plastic film, turning sunlight into electricity over the entire surface. Houses can thus turn from electricity consumers into electricity producers.

Climate protection as a driver of innovation

Stricter climate-protection and energy-efficiency standards will be a major driver of innovation in the years ahead. We regard it as our duty, now and in the future, to help create an environment worth living in by further developing our products and creating new solutions. At the same time, the growing demand for technological solutions gives us opportunities to stay ahead in increasingly intense global competition.

We developed a cost-effective control unit platform especially for low-price vehicles. The Value Motronic for gasoline injection systems also features software that is very easy to adapt to different engine designs.



In 2007, Bosch increased its sales in Automotive Technology by 4.5% to 28.4 billion euros. The company thus defended its position as the world's leading automotive supplier. It owed its good performance above all to the demand for advanced diesel and gasoline injection systems, to the increasing number of vehicles equipped with an electronic stability program, and to innovative products such as the start-stop system and electric power steering.



Increasingly, our common-rail injection technology is also helping to cut fuel consumption and lower emissions in large diesel engines. At our location in Hallein, Austria, we mainly manufacture injection systems for such large diesel engines, which are installed in ships, locomotives, and heavy construction machinery, for example.

Key data	2007	Currency figures in millions of euros
Associates	165,709	
Sales revenue	28,449	
Capital expenditure	1,808	
R&D cost	2,899	

Automotive Technology is the largest Bosch business sector. It generates some 61 % 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).

Toward ecological globalization

With an eye to the future, our work in automotive technology focuses especially on using energy still more efficiently, thereby generating even lower emissions. For example, we are looking into all aspects of the drivetrain, working not only on developing diesel and gasoline direct injection further, but also on developing exhaust-gas turbochargers. We shall manufacture these from 2010 in a joint venture with Mahle GmbH, Stuttgart.

Another area of development is injection technology for alternative fuels, since an increasing number of vehicles run on natural gas, ethanol, and biodiesel. For these fuels too, we have begun series production of various engine management systems and injection components. We are

Bosch manufactures automotive technology at 133 locations in 25 countries.

¹ Blaupunkt GmbH
(100% Bosch-owned)
² ZF Lenksysteme GmbH
(50% Bosch-owned)

Divisions

- ▶ Gasoline Systems
- ▶ Diesel Systems
- ▶ Chassis Systems Brakes
- ▶ Chassis Systems Control
- ▶ Electrical Drives
- ▶ Starter Motors and Generators
- ▶ Car Multimedia¹
- ▶ Automotive Electronics
- ▶ Automotive Aftermarket
- ▶ Steering Systems²

also developing systems and components for hybrid drives, in which the internal-combustion engine is combined with an electric motor. Bosch has already won orders for both gasoline and diesel hybrids.

ESP® on the way to becoming standard

Many experts believe that the ESP® electronic stability program, first launched by Bosch back in 1995, is the most significant contribution to road safety since the introduction of the seatbelt. On the basis of conclusive studies, the U.S. traffic safety administration (NHTSA) issued a new regulation in 2007, making it mandatory for all new vehicles up to 4.5 metric tons registered in the U.S. from the autumn of 2011 to be equipped with ESP® as standard. The EU Commission has announced that it intends to introduce similar legislation for Europe, which will mean that all new passenger cars will have to be fitted with this active safety system by 2011. We therefore estimate that by 2010 half of all new cars worldwide will be equipped with ESP® - twice as many as in 2006. Thanks to our excellent market position for braking control systems such as ESP®, we will have a considerable share of this extraordinary market growth.

Worldwide activities boost growth

We generate around 40% of our sales in automotive technology outside Europe. Nearly half this amount stems from demand in Asia, where we have been recording above-average growth for a number of years. We want to drive this growth forward. This is why we again considerably extended our local manufacturing and engineering facilities in 2007. Diesel technology plays a key role in this context. In nearly



In 2007, we started the assembly of antilock braking systems in Brazil. The site is a new addition to our international production network for braking control systems, and covers the growing demand for active safety systems in South America. Since the start of series production in 1978, we have manufactured more than 150 million braking control systems at our seven manufacturing sites worldwide.

every part of the world, it can make a huge contribution to cutting fuel consumption and thus reducing carbon dioxide emissions. In India, for example, we will have invested around 325 million euros between 2003 and 2008. Following the construction of extensive production facilities for diesel injection components, mid-2008 will see investments in expanding the manufacture of gasoline injection systems and in the production of antilock braking systems. In China, we are currently stepping up our production of starters, alternators, and control units. In Korea and the U.S., we

opened new development centers in 2007 so as to be able to provide our customers with even better local support.

Success in the low-price vehicle segment

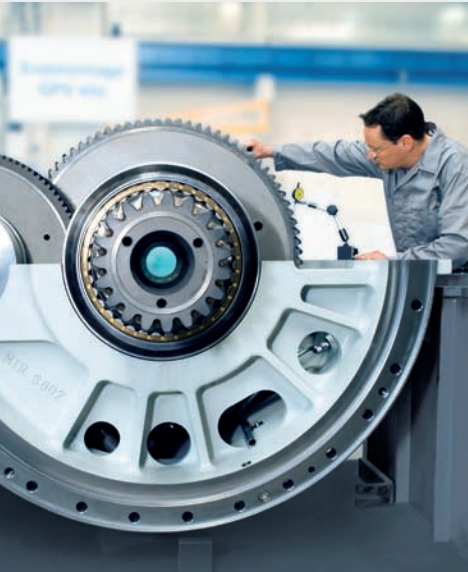
Worldwide, demand for low- and ultra low-price vehicles will grow much faster than demand in other segments of the market over the next few years. We want to share in this growth and are developing products specially for this market. One successful example of our work in this segment is the Value Motronic engine control system, which we developed for low-price vehicles. This development work also focused on the software, which can be easily adapted for a wide range of engine concepts. From 2008, for example, this control unit will be installed in the “Nano,” the ultra low-price vehicle manufactured by the Indian automaker Tata Motors. We will also supply complete brake systems, diesel injection technology, starters, and alternators for this vehicle, whose basic model will be sold at an approximate net price of 1,700 euros. Production of cost-optimized alternators, diesel injection systems for commercial vehicles, and airbag control units will also start in Asia in 2008.

Navigation systems in cars are exposed to tough conditions. To ensure that they operate smoothly over many years – even in extreme temperatures or high humidity – the devices manufactured by our subsidiary Blaupunkt GmbH are subjected to thorough tests during development, including operation in climate chambers.



- ▶ www.bosch.de/k
- ▶ www.blaupunkt.com
- ▶ www.zf-lenksysteme.com

The globally good business climate for capital goods and in the mechanical engineering sector continued in 2007. Thanks to its diverse product portfolio, our Industrial Technology business sector was again able to use this positive climate as a springboard for strong, above-average growth. Its sales grew by 9.4% to 6.0 billion euros.



To “harvest” the wind, high-quality technology is needed. For example, generator gear units from Bosch Rexroth. They help to convert the wind energy captured by a wind turbine’s rotor blades into electrical power.

Key data	2007	Currency figures in millions of euros
Associates	38,086	
Sales revenue	5,967	
Capital expenditure	403	
R&D cost	285	

Our activities in Industrial Technology include automation technology and packaging technology. Our subsidiary Bosch Rexroth offers all major technologies for machine drive, control, and motion applications – hydraulics, electrics, mechanics, and pneumatics – often as integrated system solutions in several alternative configurations. In an extremely fragmented market, Bosch is the world’s leading supplier of packaging technology. The company specializes in producing packaging machines and lines for the confectionery, foodstuff, and pharmaceuticals industries.

Strong growth in automation technology

Once more, the growth driver in automation technology in 2007 was hydraulic technology for mobile applications, which includes components for off-road vehicles such as agricultural and construction machinery. Above all, Bosch Rexroth was able to benefit from the very high demand in Asia and Europe. One key growth area is components for exploiting wind energy, a market that is set to grow strongly in the next few years, not only in Europe but also worldwide. We are therefore stepping up our operations in this sector considerably.

Bosch manufactures industrial technology at 86 locations in 22 countries.

Divisions

- ▶ Automation Technology¹
 - Electric drives and controls
 - Hydraulics
 - Linear-motion technology
 - Assembly technology
 - Pneumatics
- ▶ Packaging Technology
 - Packaging machines and lines

¹Bosch Rexroth AG
(100% Bosch-owned)

Bosch Rexroth's excellent position as a systems supplier is reflected in many major projects worldwide. In Singapore, an entire bay is currently being sealed off from the sea by constructing a huge tidal dam known as the Marina Barrage. Our hydraulic cylinders drive the barrier's segmented gates, each of which is around 27 meters wide. In Dubai, a ship-lift - equipped with our control and automation technology - transports ships weighing up to 6,000 metric tons into repair docks. Furthermore, a hydraulic system that we manufactured has replaced the old mechanical drives in the lock gates in the Panama Canal. And a drive and control technology we have developed powers the new flight simulator at the Prater amusement park in Vienna, Austria.

New packaging technology plant in India

We have further extended our strong position in the extremely fragmented world market for packaging technology, recording growth especially in Asia, and above all in China and India. In India, we took a new plant into operation. Here, we will manufacture packaging machinery for the pharmaceutical and foodstuff industries. These sectors are undergoing especially dynamic development in India.

In the pharmaceuticals sector, we have strengthened our position as a globally operating systems supplier, thanks in part to our acquisition of Pharmatec GmbH, Dresden, Germany, and SBM - Schoeller-Bleckmann Medizintechnik in Austria. Both companies specialize in hygienic and aseptic process technologies.

Automation Technology ▶ www.boschrexroth.com
Packaging Technology ▶ <http://pa.bosch.com>



Pre-filled syringes are popular because they make self-medication easy. The process of filling and packaging pre-sterilized syringes calls for reliable equipment. The pharmaceuticals business unit of Bosch Packaging Technology offers a broad range of innovative solutions.

Consumer Goods and Building Technology

Our Consumer Goods and Building Technology business sector again performed well in 2007. Sales grew by 6.5% to 11.7 billion euros. All divisions were able to defend, or even extend, their leading market position.



The Bosch hammer, which celebrated 75 years of market success in 2007, has come to symbolize a whole category of power tools. These power tools are used worldwide, including the construction sites surrounding the world's tallest building, the Burj Dubai tower.

Key data	2007	Currency figures in millions of euros
Associates	58,984	
Sales revenue	11,732	
Capital expenditure	415	
R&D cost	399	

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

Power tools

With its strong brands Bosch, Skil, and Dremel, Bosch is one of the world's largest manufacturers of power tools, with a broad product range for the building trade, industry, and DIY enthusiasts. The product range also includes accessories such as bits, saw blades, and gardening appliances. The key factors of our success remain the strength and pace of innovation. Within five years, we have halved the average length of time it takes to move from the launch of a new development project to the start of production to just twelve months. We generated just under 40% of our sales in 2007 with products that had been in the market for less than two years. Cordless products with lithium-ion rechargeable batteries were especially in demand. At the end of the year, we acquired RoboToolz Ltd (Hong Kong, China), a competitive manufacturer of laser measuring tools. In 2007, we were presented with the German Marketing Award in recognition of our innovation and marketing strategy.

Bosch manufactures consumer goods and building technology at 85 locations in 24 countries.

Divisions

- ▶ Power Tools
 - Power tools for the building trade, industry, and the DIY sector
 - Accessories
 - Garden tools

- ▶ Thermotechnology¹
 - Heating and hot-water systems
 - Open-loop and closed-loop control systems

- ▶ Security Systems²

- ▶ Household Appliances³
 - Cooking, dishwashing
 - Washing, drying
 - Cooling, freezing
 - Cleaning of floor surfaces
 - Consumer products
 - Network-compatible household appliances

¹Bosch Thermotechnik GmbH (100% Bosch-owned; until December 31, 2007 BBT Thermotechnik GmbH)

²Bosch Sicherheitssysteme GmbH (100% Bosch-owned)

³BSH Bosch und Siemens Hausgeräte GmbH (50% Bosch-owned)

Thermotechnology

In thermotechnology, we were able to confirm our position as the leading European supplier of heating systems and hot-water solutions, an achievement which was helped by our international base and our wide-ranging product portfolio, covering twelve brands. Energy-efficient heating systems and eco-friendly technologies were in demand worldwide. We were especially successful with our fuel-saving condensing appliances, as well as with heat pumps. The move toward energy-efficient systems for heating and hot-water generation will continue, as these solutions cut

operating costs and carbon dioxide emissions significantly. Efficient heating technology from Bosch – such as a combination of condensing technology and solar-powered support for heating systems – can reduce carbon dioxide emissions by up to 60% compared with conventional heating systems.

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 2007, we strengthened our position by acquiring Extreme CCTV Inc, Burnaby, Canada, which specializes in video surveillance.

Household appliances

BSH Bosch und Siemens Hausgeräte GmbH, in which Bosch and Siemens each hold a 50% share, is one of the world's leading companies in the household appliances industry. For many years now, the company has led the way in especially energy-efficient appliances. Compared with similar products made by Bosch 15 years ago, refrigeration appliances in energy-efficiency class A+ now consume up to 65% less energy.

Power Tools ▶ www.bosch-pt.com

Thermotechnology ▶ www.bosch-thermotechnology.com

Security Systems ▶ www.boschsecurity.com

Household Appliances ▶ www.bsh-group.com

Throughout the more than 120-year history of the Bosch Group, it has always been important to the company's management to balance business success with social and environmental concerns. In everything we do, we feel a special responsibility to our associates, customers, and suppliers, as well as to other partners and stakeholders.



From Brazil to the world: what started 15 years ago with a small development team in Brazil has become a success – our flexible fuel injection system. It works with any mixture of gasoline and ethanol, and has become firmly established in the Brazilian market. It is now available in European markets as well.

Leadership

Our special ownership structure – with a charitable foundation and the Bosch family as shareholders, and an industrial trust that carries out the entrepreneurial ownership functions – is the key to our entrepreneurial independence. It gives us a high degree of autonomy and allows us to pursue our corporate strategy over the long term. Descendants of our company founder play an active role on our supervisory council and in the holding company, thus strengthening our corporate identity.

Our goal is to generate the necessary resources for the long-term success of our company through sustained profitable growth. To reach this goal, we continue to expand our international presence, strengthen our business sectors, and open up new business fields.

House of Orientation

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 them answers to three key questions: What drives us? What do we have in common? What do we stand for? The House of Orientation includes several elements: the Bosch vision as our shared image of the future, the BeQIK mission as our standard for the process of continuous improvement, 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

At a time when qualified people are becoming ever harder to find, locating and recruiting associates with the right skills is a core task of human resources. Our focus outside Germany is on the growth markets in Asia and eastern Europe. We also encourage an international focus in our personnel marketing, and develop specialist and leadership talent with a view to meeting our increasingly global requirements.

The education and health of our associates are key to our future ability to succeed in international competition. We provide many opportunities for associates to stay in peak condition in body and mind. Our diverse training courses find wide acceptance. In Germany alone, the number of participants has risen by 40 % in the past four years. And occupational training is something we regard as an integral part of our social responsibility. Worldwide, more than 6,000 young people receive high-quality training of this kind.

Environment

For a technology company like Bosch, corporate responsibility first and foremost means coming up with innovations to meet the great challenges of the day such as climate

change or dwindling resources. Protecting the environment requires not less, but more technology. We need to further improve the efficiency of existing technology as well as intensify our efforts to find viable alternatives to coal, oil, and gas. This means using renewable energy, converting it into economical energy formats, and storing it.

We contribute to this effort in all business sectors. In automotive technology, our experts work on ways to continue reducing fuel consumption and carbon dioxide emissions in all types of engines. Bosch is also heavily involved in



The solar house that we helped finance at the Technical University in Darmstadt, Germany, won the international Solar Decathlon award staged by the U.S. Department of Energy. The building obtains from the sun all the energy it needs.

carbon dioxide-free power generation technologies. Our subsidiary Bosch Rexroth supplies core components for the operation of wind turbines, such as gear units and drives. Bosch also offers products for private homes, such as solar collectors and heat pumps, to help protect the climate.

Society

It is our conviction that environmental and social involvement is vital for the long-term success of our company. We therefore consider it vital to kindle young people's interest in technology and the sciences. For 20 years now, we have

sponsored and organized the Baden-Württemberg heat of "Jugend forscht," the German competition for young researchers. In 2005, we and several other companies founded the "Wissensfabrik" (Knowledge Factory). Working with day-care centers for children and with schools, we develop projects that make technology and business come alive for children and young people.

Associations, non-governmental organizations, and companies around the world are working to bring environmental and social standards to a uniformly high global level. The Global Compact, which we joined in 2004, was initiated by UN Secretary General Kofi Annan. With over 3,000 members worldwide, it is now the largest initiative of its kind. Bosch has been a member of Transparency International since its German chapter was formed in 1995.

Civic initiatives are also part of our social responsibility. For decades, we have been a member of the "Stifterverband der Deutschen Wissenschaft" (German Association of Donors for the Promotion of Sciences and Humanities). As a founding member of "acatech," we lend our support to the technical sciences.



Helping needy children is the declared goal of Primavera, a donation initiative by Bosch associates. For example, Primavera provides financial support to an environmental education center in Campinas, Brazil. There, children from underprivileged backgrounds develop an understanding of ecological issues while working with plants and the soil.

Jobs and career ► www.bosch-career.com

Environment ► www.bosch-umwelt.com

Primavera ► www.primavera-ev.de

With political far-sightedness, the courage of his convictions, and his own 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. In 2007, the Robert Bosch Stiftung was able to draw on funds of more than 59 million euros for charitable projects.



Tradition and modernity – the Robert Bosch House, former residence of the company founder and now the premises of the Robert Bosch Stiftung, and the Bosch Haus Heidehof, the Bosch Group training center, which is also the workplace of Stiftung associates.

As well as developing its own projects, the Stiftung also sponsors projects put forward by others. Each year, some 800 new “internal” and “external” projects are selected, and are supervised by a total of 100 associates. The support offered by the Stiftung includes grants, seminar trips, competitions, and awards.

Main areas supported by the Stiftung

In 2008, the work of the Stiftung again focuses on the challenges facing society, such as improving our education system, integrating the migrant population, the process of European unification, and the effects of demographic change. It has a long-term commitment to international understanding. It aims in particular to dispel prejudice and promote a change of attitude. More recent focal points of this program area are German-Chinese, German-Japanese, and German-Indian relations. It concentrates its support in this area on junior executives in public office, the media, business, and administration. The Stiftung supports activities to establish a sustainable health system in Germany. Support is above all given to projects of practical relevance that lead to tangible improvements and changes in everyday life. The Stiftung provides answers to demographic change by initiating studies and projects that aim to provide improvement in the situation of families and to replace outdated notions of age. It strengthens Germany’s position as a scientific center, promotes young academic talent, and helps shape the international scientific dialogue.

► www.bosch-stiftung.de

Corporate Headquarters

Gerlingen near Stuttgart

Research and Development

Locations

Abstatt, Bühl/Bühlertal, Dillingen, Elchingen, Erbach, Gerlingen, Giengen, Hildesheim, Leinfelden, Leonberg, Lohr, Lollar, Ottobrunn, Plochingen, Regensburg, Reutlingen, Schwäbisch Gmünd, Schweinfurt, Schwieberdingen, Stuttgart, Tamm, Traunreut, Waiblingen, Wernau, Wetzlar

Manufacturing Locations –

Automotive Technology

Ansbach, Bamberg, Berlin, Bietigheim, Blaichach/Immenstadt, Breidenbach, Bremen, Bühl/Bühlertal, Eisenach, Göttingen, Herne, Hildesheim, Homburg, Munich, Nuremberg, Plochingen, Reutlingen, Rutesheim, Salzgitter, Schwäbisch Gmünd, Stuttgart, Tamm, Waiblingen

Technical Sales Offices for Automotive Original Equipment

Berlin, Braunschweig, Cologne, Frankfurt am Main, Munich, Stuttgart

Manufacturing Locations –

Industrial Technology

Augsfeld, Chemnitz, Crailsheim, Elchingen, Erbach, Fellbach, Hannover, Homburg, Horb, Lohr, Nuremberg, Ober-Ramstadt, 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, Ottobrunn, Ravensburg, Regensburg, Sebnitz, Straubing, Traunreut, Wernau, Wetzlingen

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, 2008: 112,300

This list includes locations with 100 or more associates



The Bosch Group in Europe outside Germany

Austria 2,470 associates

Manufacture of automotive technology, automation technology, and packaging technology; sales; locations: Hallein, Linz, Pasching, Ternitz, Vienna

Belgium 2,000 associates

Manufacture of automotive technology; sales; locations: Brussels, Tienen

Czech Republic 9,040 associates

Manufacture of automotive technology and thermotechnology; sales; locations: Albrechtice, Brno, České Budějovice, Jihlava, Krnov, Prague

Denmark 460 associates

Manufacture of packaging technology; sales; locations: Ballerup, Sandved

Finland 220 associates

Sales; locations: Vantaa

France 9,430 associates

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

Greece 600 associates

Manufacture of household appliances; sales; location: Athens

Hungary 7,700 associates

Manufacture of automotive technology, automation technology, and power tools; sales; locations: Budapest, Eger, Hatvan, Kecskemét, Miskolc

Italy 5,490 associates

Manufacture of automotive technology, automation technology, and power tools; sales; locations: Bari, Brembate, Cernusco, Correggio, Milan, Modena, Modugno, Nonantolo, Offanengo, Pavullo, Reggio Emilia, Turin, Vezzano

Netherlands 3,570 associates

Manufacture of automotive technology, automation technology and packaging technology, power tools, thermotechnology, and security systems; sales; locations: Boxtel, Breda, Buinen, Deventer, Eindhoven, Hoevelaken, Schiedam, Tilburg, Weert

Norway 210 associates

Sales; locations: Ski

Poland 1,600 associates

Manufacture of automotive technology and household appliances; sales; locations: Lodz, Warsaw, Wrocław

Portugal 3,790 associates

Manufacture of automotive technology, thermotechnology, and security systems; sales; locations: Abrantes, Aveiro, Braga, Lisbon, Ovar, Vila Real

Romania 570 associates

Manufacture of automation technology; sales; locations: Blaj, Bucharest

Russian Federation 1,900 associates

Manufacture of automotive technology and household appliances; sales; locations: Engels, Moscow, St. Petersburg

Slovakia 580 associates

Manufacture of household appliances; sales; locations: Michalovce

Slovenia 660 associates

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

Spain 7,760 associates

Manufacture of automotive technology, automation technology, and household appliances; sales; locations: Alcalá de Henares, Aranjuez, Barcelona, Buena, Castellet, Esquiroz, Huarte, La Carolina, La Cartuja, Lliçà, Madrid, Montañana, Pamplona, San Sebastian, Santander, Treto, Vigo, Vitoria

Sweden 1,370 associates

Manufacture of automation technology and thermotechnology; sales; locations: Katrineholm, Kista, Stockholm, Tranås, Vagnhärad

Switzerland 2,810 associates

Manufacture of automation technology and power tools; sales; locations: Beringen, Buttikon, Ecublens, Geroldswil, Solothurn, St. Niklaus

Turkey 8,330 associates

Manufacture of automotive technology, thermotechnology, and household appliances; sales; locations: Bursa, Cerkezköy, Istanbul, Manisa

Ukraine 140 associates

Sales; locations: Kiev

United Kingdom 5,260 associates

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

As per: January 1, 2008

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.

Argentina 570 associates

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

Australia 2,380 associates

Manufacture of automotive technology and automation technology; sales; locations: Clayton, Melbourne, Sydney

Brazil 13,670 associates

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

Canada 540 associates

Manufacture of automation technology; sales; locations: Mississauga, Welland

China 19,780 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 18,160 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 7,720 associates

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

Malaysia 2,750 associates

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

Mexico 7,370 associates

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

Peru 120 associates

Manufacture of household appliances; sales; location: Callao

Singapore 450 associates

Sales; locations: Singapore

South Africa 930 associates

Manufacture of automotive technology; sales; locations: Brits, Midrand

South Korea 2,160 associates

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

Taiwan 160 associates

Manufacture of automation technology; sales; location: Taipei

Thailand 860 associates

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

Tunisia 910 associates

Manufacture of automotive technology; location: Beni Khaled

USA 17,720 associates

Manufacture of automotive technology, automation technology, packaging technology, power tools, security systems, and household appliances; sales; around 70 locations, including Anderson/SC, Bethlehem/PA, Broadview/IL, Burnsville/MN, Charleston/SC, Clarksville/TN, Farmington Hills/MI, Fountain Inn/SC, Fayetteville/NC, Knoxville/TN, Lincolnton/NC, Mount Prospect/IL, New Bern/NC, Somerset/PA, South Bend/IN, St. Joseph/MI

Venezuela 160 associates

Sales; location: Caracas

As per: January 1, 2008.

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, and the United Arab Emirates.

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 fuel injection pumps for diesel engines

1928

First Bosch power tool

1933

Bosch refrigerator marks the start of household appliance manufacture

1951

Development 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 ESP® electronic stability program

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

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

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 UK

1909

First manufacturing site outside Germany opens 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 (since 1938: Blaupunkt-Werke GmbH; now Blaupunkt 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)

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 Mannesmann Rexroth AG completed

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

Establishment of a company pension scheme for Bosch associates

2003

Acquisition of Buderus AG, Wetzlar

2004

Opening of the engineering center in Abstatt

Acquisition of Sigpack, the Swiss packaging machinery manufacturer

2005

Acquisition of IVT Industrier AB, Tranås, Sweden

Acquisition of majority holding in the Italian Oil Control Group SpA, Milan

Sale of Edelstahlwerke Buderus AG

Bosch-Zünder published worldwide in eight languages

2006

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

Acquisition of Telex Communications Holdings Inc, Minneapolis, MN (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

Expansion of service business through acquisition of Beissbarth GmbH, Sicam srl, Italy, and Holger Christiansen A/S, Denmark

Acquisition of Pharmatec GmbH, Dresden, Germany

Acquisition of the measuring-tool manufacturer RoboToolz Ltd, Hong Kong

2008

Agreement with Mahle GmbH, Stuttgart, to set up joint venture for exhaust-gas turbochargers

Board of Management

Franz Fehrenbach
Chairman

Siegfried Dais
Deputy Chairman

Bernd Bohr
Wolfgang Chur
(until June 30, 2008)

Rudolf Colm
Volkmar Denner

Gerhard Kümmel
Wolfgang Malchow

Peter Marks
Uwe Raschke
(as from July 1, 2008)

Peter Tyroller

Supervisory Council

Prof. Dr.-Ing. Hermann Scholl
Chairman

Alfred Löckle
Deputy Chairman

Dr. h. c. Bo Erik Berggren
Dr. forest. Christof Bosch

Hartwig Geisel
Hans-Peter Gräther

Dr.-Ing. Rainer Hahn
Dr. Aline Hoffmann

Jörg Hofmann
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

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 +49 711 811-6630

www.bosch.com