



Bosch **today**

**Robert Bosch GmbH**

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2007 edition



**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.

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# The Bosch Group at a Glance

## Ownership structure 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 260,000 associates generated sales of 43.7 billion euros in fiscal 2006. The Bosch Group comprises Robert Bosch GmbH and its roughly 300 subsidiary and regional companies in over 50 countries. This worldwide development, manufacturing, and sales network is the foundation for further growth. Bosch spends more than three billion euros each year for research and development, and in 2006 applied 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 and voting rights are held by the Bosch family and by Robert Bosch GmbH.

# Key Data

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	2005 <sup>1</sup>	2006
<b>Sales revenue</b>	41,461	<b>43,684</b>
Percentage change from previous year	+6.4	<b>+5.4</b>
Percentage share of sales revenue generated outside Germany	73	<b>74</b>
<b>Associates<sup>2</sup></b>	250,975	<b>261,291</b>
located in Germany	109,575	<b>110,480</b>
located outside Germany	141,400	<b>150,811</b>
<b>Capital expenditure</b>	2,923	<b>2,670</b>
as a percentage of sales revenue	7.0	<b>6.1</b>
<b>Research and development cost</b>	3,073	<b>3,348</b>
as a percentage of sales revenue	7.4	<b>7.7</b>
<b>Profit before tax</b>	3,178	<b>3,081</b>
<b>Profit after tax</b>	2,450	<b>2,170</b>

## Currency figures in millions of euros

<sup>1</sup> Following the changeover of group accounting to International Financial Reporting Standards (IFRS), figures with the exception of profit after tax refer to continuing operations only

<sup>2</sup> As per January 1, 2006 | 2007

The Bosch Group operates in the following fields:

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



**Automotive brakes need to be comfortable as well as effective. Around the world, our engineers and technical experts are making sure that brake discs, calipers, and pads are perfectly attuned to each other.**

In a generally favorable global operating environment, we were able to meet our 2006 growth target for the Bosch Group. Worldwide, sales grew by 5.4% to 43.7 billion euros. Our strategy of strong international focus and broad reach across different areas of activity, supported by shared core competencies, continued to deliver results. Our business grew especially in consumer goods and industrial technology. In automotive technology, on the other hand, results were affected by the weakness of our main markets in Europe and North America.

### **Growth in all areas**

The Automotive Technology business sector grew by around 3.4% to 27.2 billion euros. The highest growth was recorded by the Consumer Goods and Building Technology business sector. Here, sales rose by almost 11% to 11 billion euros. The Industrial Technology business sector also developed positively, growing by more than 7%. However, the figure disclosed for sales growth is 5.1%, to 5.5 billion euros, due to the transfer of its brake disc activities to the Automotive Technology business sector.

In regional terms, Bosch made the biggest gains in Asia Pacific, where it grew by 12%. In China and India, sales grew by significantly more than 20%. Business grew by 15% in both South America and eastern Europe. The increase in sales in North America (4.4%) and western Europe (2.6%) was more moderate by comparison.

The number of associates employed in the Bosch Group developed in line with this regional expansion: on January 1, 2007, some 261,300 associates were employed at Bosch, compared with 251,000 in 2005. These new jobs were created primarily in the growth regions of China and eastern Europe. In Germany, the number of associates remained stable at around 110,500. Research and development expenditure remained high, reaching 3.3 billion euros or 7.7% of sales in 2006.

#### **Construction of a new semiconductor manufacturing facility**

In 2006, Bosch invested some 2.7 billion euros, or 6.1% of sales, in property, plant, and equipment. Capital expenditure thus significantly exceeded depreciation of property, plant, and equipment, which came to 2.3 billion euros. Of this capital expenditure, some three-quarters were accounted for by the Automotive Technology business sector. The main focus of investment was on expanding capacity for common-rail diesel injection systems, semiconductors and sensors, gasoline injection systems, and for hydraulics manufacturing at Bosch Rexroth. We invested some 850 million euros to expand our business in Asia and eastern Europe. Our locations in Germany still accounted for approximately 40% or one billion euros of total capital expenditure.

We plan capital expenditure on a similar scale in 2007 and 2008. One major item will be the construction of an eight-inch semiconductor manufacturing facility at Reutlingen, where we shall be investing a total of 550 million euros. We will be investing 300 million euros in Automation Technology to step up our activities in large gear units for wind

turbines. Further major projects outside Germany include the construction of a manufacturing facility for fire alarm and burglar-proofing systems and the building of a winter testing center for brake systems in China.

#### **Sustained profitable growth**

In the coming years, we plan to reinforce our good market position through both our existing activities and acquisitions. Our objective is to achieve sustained profitable growth. To this end, we shall push ahead with the consistent internationalization of our business. At the same time, we plan to fast-track expansion in our Industrial Technology as well as our Consumer Goods and Building Technology business sectors, without neglecting opportunities in Automotive Technology. Our strategy is one of focused diversification in line with the Group's established core competencies, with special strengths in metering, governing, and control, with comprehensive know-how in electronics, and with high-precision manufacturing technology. In particular, we want to create products that deliver key customer benefits in which ecological aspects play an increasingly important role.

We already generate over a third of our sales outside Europe. Over the long term, we want to raise this to about half, with a correspondingly stronger presence in Asia Pacific and the Americas. We expect that our strongest growth impetus will come from China and India, as well as from eastern Europe and particularly Russia.

Key data	2006
Headcount	161,108
Sales	27,220
Capital expenditure	2,040
R&D cost	2,743

Currency figures in millions of euros



In 2006, Bosch commenced production of ESP®premium, a high-performance model of its braking control systems. In conjunction with other electronic systems in the vehicle, it provides the optimum basis for new assistance and safety functions.

Automotive Technology is Bosch's largest business sector, making up 62% of total sales. The four largest business areas are:

- ▶ fuel-injection technology for internal-combustion engines, drive systems, and exhaust-gas treatment (diesel, gasoline, and alternative drive systems)
- ▶ systems for active and passive vehicle safety (brakes, ABS, ESP®, airbag control units, driver assistance)
- ▶ electrical drives (starters, alternators, small-power motors)
- ▶ products for mobile communication (car radios, navigation systems)

In 2006, Bosch increased its sales in Automotive Technology by 3.4 % to 27.2 billion euros. This means we were able to maintain our position as the world's largest automotive supplier. Contributing factors included growth in areas such as gasoline injection, ABS and ESP® braking technologies, automotive electronics, and steering systems. We continued to strengthen the activities of our Automotive Aftermarket division. In 2006, we acquired - through a joint venture with German automotive supplier Mann+Hummel - the Purolator filter business from ArvinMeritor, and at the start of 2007 we took over two companies specializing in workshop equipment. In 2007, we also assumed industrial leadership of the Australian brake manufacturer Pacifica Group Ltd, Melbourne.

Bosch manufactures automotive technology at 120 locations on all five continents.

- <sup>1</sup> Blaupunkt GmbH  
(100% Bosch-owned)
- <sup>2</sup> ZF Lenksysteme GmbH  
(50% Bosch-owned)

#### Divisions

- ▶ Gasoline Systems
- ▶ Diesel Systems
- ▶ Chassis Systems Brakes
- ▶ Chassis Systems Control
- ▶ Electrical Drives
- ▶ Starter Motors and Generators
- ▶ Car Multimedia<sup>1</sup>
- ▶ Automotive Electronics
- ▶ Automotive Aftermarket
- ▶ Steering Systems<sup>2</sup>

#### Toward ecological globalization

Increasingly strict environmental requirements worldwide present Bosch with further growth opportunities. In Automotive Technology, we already supply a wide range of energy-saving, emission-reducing drive technologies, from modern gasoline and diesel injection systems to alternative fuel systems and hybrid drives. Emerging economies such as India and China, too, are adopting increasingly stringent emission and consumption standards. Our high-pressure diesel injection technology is therefore met with intense interest in these markets. We are working with Asian manufacturers on an array of projects in this area.

In North America, sharp rises in fuel prices and increasingly critical awareness of carbon dioxide emissions are also triggering heightened interest in economical engines. The introduction of ultra-low sulfur diesel in the U.S. last year fulfilled a key condition for the deployment of advanced diesel technology. By 2009, the United States will be one of the countries with the most stringent emission standards, and also will have tighter standards for fleet fuel economy. We expect to meet the strict new exhaust standards with our diesel injection systems by mid-2008.

In light of the above, we expect the diesel share of newly manufactured cars and light trucks in the U.S. to increase from 6% in 2006 to roughly 15% in 2015.



Our single-cylinder high-pressure pump for the second-generation gasoline direct injection systems can be used anywhere in the world. Since it is made of stainless steel, it is suitable for all grades of fuel, including ethanol.

In Brazil, ethanol will continue to play a major role in reducing reliance on petroleum and hence in stimulating the growth of domestic industry. Bosch is already present in this market with its Flex-Fuel technology.

We have also stepped up our activities in hybrid drive systems. We have been awarded a contract to develop and manufacture key components for several hybrid vehicles. We also entered into a cooperation agreement for hybrid systems with dual clutch transmissions.

New car radio models from the Bosch subsidiary Blaupunkt offer a whole range of connection options. For example, an optional hands-free device allows wireless connection of cell phones via a Bluetooth interface.



### Safety and comfort

Safety, comfort, and convenience are further customer benefits to which we continue to devote close attention. The outlook is particularly favorable for our Electronic Stability Program (ESP®). The U.S. National Highway Traffic Safety Administration plans to mandate the gradual adoption of ESP® for all newly produced passenger cars by 2011. In its statement of position on the “CARS 21” program, the EU Commission sees ESP® as one of the most significant measures for enhancing road safety and has announced plans to rapidly mandate this system. China, too, has begun efforts to improve road safety.

We are also in the process of networking safety technologies in our modular Combined Active and Passive Safety (CAPS) system. This networking provides a platform for the implementation of new features for even better accident prevention. The first applications are already in series production. Greater driver convenience is delivered by products such as integrated parking space measurement, which went into series production in 2006. Future versions will also assist the driver in actually maneuvering into a parking space.

Within the company, there are a number of promising ideas for transferring our automotive expertise to other areas of activity. Our Bosch Sensortec operating unit, for example, is using know-how from automotive microsystems technology to develop acceleration sensors for possible use in consumer electronics devices such as laptop computers.

Key data	2006
Headcount	34,776
Sales	5,452
Capital expenditure	245
R & D cost	260

Currency figures in millions of euros



These six giant awnings, which are 20 meters high, are opened and closed using a hydraulic system from Bosch Rexroth. They are part of the new Great Mosque which was inaugurated in Central Java, Indonesia, in 2006. When open, they provide protection from the elements for 10,000 worshippers.

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, we are one of the largest providers of packaging technology in the world. The company specializes in producing packaging machines and lines for the confectionery, food, and pharmaceuticals industries.

### Strong growth in Industrial Technology

Bosch increased its sales in Industrial Technology by a good 5% in 2006. The positive trend was largely driven by Bosch Rexroth. The company achieved notable successes here with mobile hydraulics, where it profited as a supplier from the strong demand for construction machinery and from the rapid growth in demand for wind power systems. In our Packaging Technology division, we were able to stabilize our position.

### Products for reducing energy consumption

Products that help reduce energy consumption can also be found in the portfolio of our Industrial Technology business sector. Alongside making transmissions for wind turbines, Bosch Rexroth is active in the development of new technologies for generating power from marine currents. We are also looking into wave energy, a power-generation process that involves the use of hydraulics components. In mobile hydraulics, Bosch Rexroth is set to launch an innovative brake system in the market that recovers the energy produced when

Bosch manufactures industrial technology at 78 locations in 23 countries.

#### Divisions

- ▶ Automation Technology<sup>1</sup>
  - Electric drives and controls
  - Hydraulics
  - Linear-motion technology
  - Assembly technology
  - Pneumatics
- ▶ Packaging Technology
  - Packaging machines and lines

<sup>1</sup> Bosch Rexroth AG (100% Bosch-owned)

braking. Bosch Rexroth is also involved in a high-profile project for the 2008 Beijing Olympics. To mark the Games, the world's largest Ferris wheel, with a diameter of 198 meters, will go into operation. The company is supplying the drive system and the automation technology that will allow passengers to get on and off the wheel while it is in motion.

#### Packaging technology

In the Packaging Technology division, Bosch continues to focus on its strengths. Our core competencies include the packaging of liquid pharmaceutical products, complex, customized systems, form, fill, and seal technology, and excellent service. As we generate around 90% of our sales outside Germany, we are continuing to step up our international activities. This applies in particular to the regions

of North America and Asia Pacific. To better serve the growing Chinese market for packaging technology, a new plant was constructed at our Hangzhou site. We use innovations to make a mark in this intensely competitive sector, for example our filling and sealing machine for pre-sterilized syringes.

Last year, Bosch won two awards for its innovative opening mechanism for bagged foods: the German Packaging Award 2006 for sales packaging and the World Star Award 2006.



Filling lines tailor-made for the pharmaceuticals industry: by supplying integrated clean room technology, Bosch helps its customers achieve their quality targets.

Key data	2006
Headcount	56,912
Sales	11,012
Capital expenditure	373
R & D cost	345

Currency figures in millions of euros



Only half the size of a standard cordless screwdriver, our 10.8 volt cordless screwdriver – the world's smallest – performs well even in extremely cold conditions. It owes its small size to the innovative lithium-ion battery technology from Bosch.

The Consumer Goods and Building Technology business sector enjoyed particularly strong growth in 2006. Sales rose by almost 11 % to 11 billion euros. This sector focuses on power tools, thermotechnology, and security systems. It also includes the household appliances of the BSH Bosch und Siemens Hausgeräte GmbH joint venture.

## Power tools

With our strong brands Bosch, Skil, and Dremel, we are 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 drill bits, saw blades, and gardening appliances. Our product innovations based on lithium-ion rechargeable batteries were especially successful in 2006. Our Ixo cordless drill/driver was the world's widest selling power tool for the third year running. More than six million Ixos have now been produced since 2003. In the 2007 gardening season, we are set to become the first manufacturer to launch electrical garden tools featuring lithium-ion battery technology.

## Thermotechnology

In thermotechnology, we have advanced to become one of Europe's top manufacturers of heating products and hot-water appliances. Bosch generates a substantial share of its sales with state-of-the-art condensing technology. However, the company achieved its highest growth rates in 2006 in renewable energies such as geothermal and solar thermal energy. At the start of 2007, Bosch improved its access to the American market for geothermal electric heat pumps by acquiring FHP Manufacturing Company. A second solar

Bosch manufactures consumer goods and building technology at 80 locations in 21 countries.

### Divisions

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

<sup>1</sup> BBT Thermotechnik GmbH (100% Bosch-owned)

<sup>2</sup> BSH Bosch und Siemens Hausgeräte GmbH (50% Bosch-owned)

<sup>3</sup> Bosch Sicherheitssysteme GmbH (100% Bosch-owned)



We fitted Kempinski Hotel The Dome, in Turkey, with a comprehensive, advanced fire alarm system. Many other well-known international hotels also rely on security technology from Bosch.

collector manufacturing facility is currently being built in Portugal. It is scheduled to begin production in 2007.

### Security systems

Bosch is one of the world's leading suppliers of electronic security and communications systems. Our chief areas of activity are video surveillance, public address, evacuation, and access control. In 2006, we strengthened our position by acquiring the Swiss TeleAlarm Group, which operates in the area of social alarm systems, and the American Telex Communications Group, a leading supplier of professional electroacoustic systems. Furthermore, thanks to its Commu-

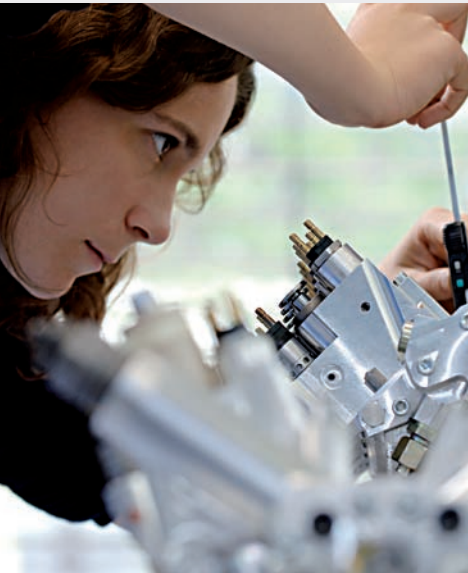
nication Center, Bosch is one of the top international outsourcing service providers in the call center business.

### Household appliances

BSH Bosch und Siemens Hausgeräte GmbH, in which Bosch and Siemens each hold a 50% share, is one of the world's top three companies in the household appliances industry. The company has long focused on providing energy and water-saving devices. A full 21% of its new refrigerators and 42% of its washing machines are already classified as highly energy-efficient.

To remain at the leading edge of technology and continue our growth, we invest heavily in research and development every year. The figure in 2006 was 3.3 billion euros, or 7.7 % of our sales revenue.

[www.research.bosch.com](http://www.research.bosch.com)



To make engines even more economical, more dynamic, and cleaner, we are working on the development of electro-hydraulic valve control. This technology further cuts fuel consumption and pollutant emissions without any detriment to performance.

Around the world, we have more than 25,000 research and development associates whose task is to drive forward technological advances. 1,300 of them are employed in our Corporate Research and Advance Engineering sector. They create technical foundations and workable solutions for the products of tomorrow. Whether they are doing basic research, working on new manufacturing processes, or developing components and systems, they always aim to make sustainable improvements to the quality of life. As part of the integrated approach, special emphasis in this sector was placed on industrial technology and consumer goods last year.

We have set ourselves the goal of identifying global technology trends at an early stage. To this end, we conduct technology scouting not just in Europe, but also in the U.S., Japan, and China. However, Germany continues to be a key research and development location. Here, we benefit enormously from a successful, close-knit network of technology leaders – customers and suppliers, as well as research and education establishments. At the same time, we are adding to our product development capacity elsewhere, especially in countries such as China and India, as well as in eastern Europe, as this allows us to better address regional market needs such as the demand for low-price vehicles.

In 2006, the researchers and developers at Bosch were particularly inventive when it came to creating new products, processes, and technologies. Worldwide, the company applied for 3,056 patents, up 9% on the previous year.

As a company that is committed to global citizenship, we take care to preserve a balance between the economic need to secure the company's long-term future on the one hand and societal and ecological concerns on the other.

[www.bosch-umwelt.com](http://www.bosch-umwelt.com)



The new gas-fired condensing boilers in the Junkers-branded Cerapur range are part of an integrated energy-saving system that features a new control program for optimum exploitation of the sun's energy. The system also features a new series of water tanks and highly-efficient solar collectors. This highlights our systems expertise in condensing technology used in conjunction with solar water heating and central heating support.

Investing in environmental protection helps us to fulfill our societal responsibilities, and at the same time cuts costs. In this sense, our products are answers to the challenges of both economic and ecological globalization. We base our future growth on the creation of technology that is innovative, beneficial, and at the same time environmentally friendly. This is what we mean by “Invented for life.”

### **First corporate social responsibility report**

We published the Bosch Group's first corporate social responsibility report in 2006. It explains how we understand responsible corporate governance, and, related to that, it presents our activities for associates, for society, and for the environment. These efforts are underscored by our membership in the United Nations Global Compact, in accordance with which we regularly review and fine-tune environmental and social standards.

Protecting the environment and conserving resources have a long tradition at Bosch. In 2006, this commitment was formally recognized by the German chapter of the World Wildlife Fund and the business magazine *Capital*. The Bosch Group was singled out for its “outstanding and innovative commitment” in the field of environmental protection. On behalf of the company, Bosch CEO Franz Fehrenbach accepted the “Eco-Manager of the Year 2006” award.

We have anchored the “House of Orientation” roadmap, which was introduced in 2005 to pool the management approaches of the Bosch Group into an integrated system, more firmly into the organization. An important role is played by our values.

#### The Bosch Values

- ▶ Future and result focus
- ▶ Responsibility
- ▶ Initiative and determination
- ▶ Openness and trust
- ▶ Fairness
- ▶ Reliability, credibility, and legality
- ▶ Cultural diversity

[www.bosch-career.com](http://www.bosch-career.com)



Like all our associates, staff at the Bosch Research and Technology Center in Palo Alto, CA (USA), are committed to our slogan “Invented for life.” Here, researchers and developers of 20 different nationalities work on the technologies of tomorrow

Due to our international growth, the Bosch Group workforce continued to grow in 2006, increasing by more than 10,300 to some 261,300 associates over the course of the year. Of this total, we employ approximately 110,500 in Germany and roughly 150,800 outside Germany. China and eastern Europe again saw the largest additions to the workforce. On a like-for-like basis, the worldwide headcount was up by approximately 5,300. We held staff numbers steady in Germany.

#### Global HR strategy

Our company’s increasing internationalization is reflected in its global HR strategy. This strategy pays special attention to managing competence systematically and filling executive positions in growth regions with local associates. In this context, we provide special entry programs to attract qualified university graduates and applicants with professional experience. We have also launched these programs successfully outside Germany – for example, in Hungary, Russia, India, China, and the U.S.

Given the company’s international focus, we attach particular importance to training young people at locations outside Germany as well. In Brazil, the U.S., and India, standardized criteria are used to train young people as skilled workers, similar to the tried and tested system used in Germany, which alternates working and study phases. Altogether, the Bosch Group is currently training some 6,000 young people worldwide, 4,400 of them in Germany.

In 2006, the Robert Bosch Stiftung made more than 55 million euros available for charitable projects.

[www.bosch-stiftung.de](http://www.bosch-stiftung.de)



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.

With political far-sightedness, the courage of his convictions, and charitable initiatives, company founder 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. As well as developing its own projects, the Stiftung also sponsors projects put forward by others. Ninety-five associates monitor the progress of around 770 new internal and external projects each year. The support offered by the Stiftung includes grants, seminar trips, competitions, and awards.

### **Main areas supported by the Stiftung**

The Stiftung is currently focusing on ways to improve the education system, on the integration of migrants, on the process of European integration, and on the impact of demographic change. It has a long-term commitment to international understanding. It aims in particular to counteract prejudice and promote a change of attitude. Its work in the area of international understanding now also focuses on German-Chinese, German-Japanese, and German-Indian relations. The aims here are to get people talking, to discuss issues relating to bilateral cooperation, and to provide impetus for social development. The Stiftung continues to support activities to establish a sustainable health system in Germany. Studies and projects initiated by the Stiftung provide answers to demographic change, with the long-term aim of improving the situation of families and replacing outdated preconceptions of age. It strengthens Germany's position as a scientific center, promotes young academic talent, and helps shape the international scientific dialogue.

## 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, 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, 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, 2007: 110,500

This list includes locations with 100 or more associates



# The Bosch Group in Europe (outside Germany)

## **Austria** 2,280 associates

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

## **Belgium** 1,980 associates

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

## **Czech Republic** 8,960 associates

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

## **Denmark** 430 associates

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

## **Finland** 220 associates

Sales; location: Vantaa

## **France** 9,540 associates

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

## **Greece** 610 associates

Manufacture of household appliances; sales; location: Athens

## **Hungary** 7,000 associates

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

## **Italy** 5,260 associates

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

## **Netherlands** 3,400 associates

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

## **Norway** 190 associates

Sales; location: Ski

## **Poland** 1,760 associates

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

## **Portugal** 4,060 associates

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

## **Romania** 200 associates

Manufacture of automation technology; sales; location: Bucharest

## **Russian Federation** 1,750 associates

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

## **Slovakia** 690 associates

Manufacture of household appliances; sales; location: Michalovce

## **Slovenia** 590 associates

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

## **Spain** 8,140 associates

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

## **Sweden** 1,340 associates

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

## **Switzerland** 2,790 associates

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

## **Turkey** 7,400 associates

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

## **Ukraine** 120 associates

Sales; location: Kiev

## **United Kingdom** 5,230 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, 2007

This list includes countries and locations with 100 or more associates and locations of non-consolidated subsidiaries.

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

**Argentina** 380 associates  
Manufacture of automotive technology and automation technology; sales; location: Buenos Aires

**Australia** 1,620 associates  
Manufacture of automotive technology and automation technology; sales; locations: Clayton, Sydney

**Brazil** 13,690 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** 560 associates  
Manufacture of automation technology; sales; locations: Burlington, Mississauga, Welland

**China** 15,280 associates  
Manufacture of automotive technology, automation technology, packaging technology, power tools, thermotechnology, security systems, and household appliances; sales; locations: Beijing, Changsha, Chuzhou, Dongguan City, Hangzhou, Hong Kong, Nanjing, Shanghai, Suzhou, Wujin, Wuxi, Xian, Zhuhai

**India** 16,650 associates  
Manufacture of automotive technology, automation technology, packaging technology, and power tools; sales; creation of software; locations: Ahmedabad, Bangalore, Bommanahalli, Chakan, Jaipur, Jalgaon, Koramangala, Manesar, Naganathapura, Nashik, Pune

**Japan** 7,780 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** 2,440 associates  
Manufacture of automotive technology and power tools; sales; locations: Penang, Petaling Jaya

**Mexico** 6,470 associates  
Manufacture of automotive technology and power tools; sales; locations: Aguascalientes, Hermosillo, Juarez, Mexicali, México DF, San Luis Potosí, Toluca

**Peru** 180 associates  
Manufacture of household appliances; sales; location: Callao

**Singapore** 420 associates  
Sales; location: Singapore

**South Africa** 960 associates  
Manufacture of automotive technology; sales; locations: Brits, Midrand

**South Korea** 2,120 associates  
Manufacture of automotive technology and automation technology; sales; locations: Buyong, Daejeon, Gunpo-Si, Seoul, Yongin

**Taiwan** 140 associates  
Manufacture of automation technology; sales; location: Taipei

**Thailand** 580 associates  
Manufacture of automotive technology; sales; locations: Bangkok, Rayong

**Tunisia** 700 associates  
Manufacture of automotive technology; location: Beni Khaled

**USA** 18,250 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, Lincoln/NC, Mount Prospect/IL, New Bern/NC, Somerset/PA, South Bend/IN, St. Joseph/MI

**Venezuela** 140 associates  
sales; location: Caracas

As per: January 1, 2007.

This list includes countries and locations with 100 or more associates and locations of non-consolidated subsidiaries.

Further companies operate in Chile, 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 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

## 2001

Series production of sensotronic brake control (SBC)

## 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 an active system for night-vision enhancement in cars

## 2006

Development of a gasoline direct injection system with piezo elements

## 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

## 1905

First manufacturing site outside Germany opens in France

## 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 (from 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

Acquisition of e.l.m. leblanc SA in France

## 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 Mannesmann Rexroth AG completed

Acquisition of Communication, Security, & Imaging from Philips BV, Eindhoven, Netherlands (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

Sale of BN Breitbandnetze GmbH

Acquisition of IVT Holding AB, Tranås, Sweden

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

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)

Industrial leadership of Pacifica Group Ltd, Melbourne, Australia

## Board of management

**Franz Fehrenbach**  
Chairman

**Siegfried Dais**  
Deputy chairman

**Bernd Bohr**  
**Wolfgang Chur**  
**Rudolf Colm**  
**Volkmar Denner**  
**Gerhard Kümmel**  
**Wolfgang Malchow**  
**Peter Marks**  
**Peter Tyroller**

## Supervisory council

**Prof. Dr.-Ing. Hermann Scholl**  
Chairman

**Alfred Löckle**  
Deputy chairman

**Dr. jur. Peter Adloff**  
**Dr. h. c. Bo Erik Berggren**  
**Henning Blum**  
**Dr. forest. Christof Bosch**  
**Dr. jur. Ulrich Cartellieri**  
**Dr.-Ing. Heiner Gutberlet**  
**Dr.-Ing. Rainer Hahn**  
**Aline Hoffmann**  
**Jörg Hofmann**  
**Dieter Klein**  
**Matthias Georg Madelung**  
**Werner Neuffer**  
**Wolfgang Ries**  
**Urs B. Rinderknecht**  
**Wolf Jürgen Röder**  
**Tilman Todenhöfer**  
**Jörg Vial**  
**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)**.

For information on career opportunities in the Bosch Group, contact **Human Resources Management (C/HM)**.

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)**.

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