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Press release

Bosch relies on its strengths as a technology leader
Strategy 2030: Forging ahead with ambitious goals

May 8, 2025
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- The 2024 business year: sales revenue of 90.3 billion euros / EBIT margin from operations of 3.5 percent / some 13 billion euros in upfront investments.
- Outlook for 2025: core markets with little impetus / Goals: increase sales revenue and EBIT margin, achieve previous year's level of free cash flow.
- Promoting technological progress, enhancing innovative strength: Bosch provides 250 million euros in new venture capital for startups.
- Stefan Hartung: "With our Strategy 2030, we are setting ourselves ambitious goals that will give us orientation in times of global turbulence."
- Markus Forschner: "Bosch is securing financial leeway by acting early in uncertain times."

Stuttgart and Renningen, Germany – The Bosch Group is continuing with its ambitious Strategy 2030 to strengthen its competitive position, even though the market environment was a significant brake on growth last year: at 90.3 billion euros, the supplier of technology and services generated 1.4 percent less sales revenue in 2024 than in the previous year, or 0.5 percent less after adjusting for exchange-rate effects. EBIT (earnings before interest and taxes) from operations stood at 3.1 billion euros (2023: 4.8 billion euros); the EBIT margin from operations was 3.5 percent. Referring to the presentation of the company's annual figures, Stefan Hartung, chairman of the board of management of Robert Bosch GmbH, said: "In the 2024 business year, we achieved important improvements in terms of costs, structures, and portfolio. We are sticking to our ambitious targets in order to continue to grow and strengthen our financial independence. Our Strategy 2030 gives us the orientation we need, especially in times of global turbulence, to become one of the top three providers in our core markets in five years' time at the latest."

The corporate strategy is reflected in Bosch's financial targets as well: with a normal inflation rate of between 2 and 3 percent, Bosch aims to achieve annual growth of between 6 and 8 percent on average until 2030.

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In the first quarter of 2025, Bosch was able to increase its year-on-year sales by 4 percent, both in euros and adjusted for exchange-rate effects. The Bosch Group is still aiming for a target margin of 7 percent in 2026. Hartung sees this as an extremely challenging task in view of global upheaval and, above all, significantly stronger competition from Asia: “We will continue to work intensively on our costs and structures and focus on profitable business areas.” Bosch has already announced structural adjustments and job cuts in various areas, with an eye to strengthening the company’s competitiveness. The company is in contact with employee representatives and is urging them to reach an agreement quickly and start the implementation process. “Only then will we be able to take advantage of opportunities in a dynamic market environment, including those that crop up suddenly. We can no longer afford delays, as this would further weaken our competitive position.” Overall, Bosch assumes that the number of jobs in the company will continue to decline, particularly in Germany and Europe.

Innovation boost: investment of 250 million euros in startups

Bosch is relying on its strengths to emerge successfully from the current transformation of markets and technology: “As a global technology leader, we are fully committed to boldly playing to our strengths, such as our high level of innovativeness,” Hartung explained. “This will open up numerous future opportunities for us, even in an adverse environment.” Last year alone, Bosch registered more than 6,700 patents, making it one of the 100 most innovative companies in the world, according to analysts Clarivate. Bosch also sees its collaboration with startups as a major stimulus for growth. As one of Europe’s biggest corporate venture-capital investors, the Bosch Group announced a new fund for venture capital: the subsidiary Bosch Ventures is providing around 250 million euros. “For one thing, investments in startups promote technological progress in business and society, and for another, this collaboration also benefits our divisions,” says the Bosch chairman, explaining the company’s continued high level of commitment to venture capital. “Innovations are also important drivers of a country’s economic growth.”

Sustainability: new CO_2 targets despite global economic turbulence

In terms of politics, Bosch, like the entire industry, is seeing the world order drifting apart. “We are currently experiencing major upheavals in our business environment, while in the global economy free trade is coming under massive pressure,” Hartung said. In light of the new government in Germany, Hartung stressed that new debts do not release anyone from the obligation to make savings wherever possible. “The billion-euro financial packages should be invested specifically in the planned reforms,” he said. The Bosch Group has underlined its conviction that, despite all the global turbulence, climate action must not slip out of sight by announcing new scope 3 targets.

Hartung explained that the aim is to bring down carbon emissions outside Bosch's direct sphere of influence, such as those from product use, even further by 2030. Irrespective of its growth targets, Bosch wants to double its corresponding CO_2 reduction target by then from 15 to 30 percent compared to 2018.[1] "Climate change won't disappear just because the global economy currently has other challenges to deal with," Hartung pointed out. "Sustainability remains a priority for Bosch."

The 2025 business year: growth opportunities despite uncertainties

Given the volatile developments in global trade, Bosch believes the outlook for the current year is fraught with uncertainty. The consequences of additional tariffs and possible economic effects from European and German infrastructure investments also make an assessment more difficult. For the current year, Bosch is still anticipating modest growth in the global economy of 2¼ to 2¾ percent. "We need to work even harder to keep costs competitive, and we will drive forward our growth strategy through investments, innovations, and acquisitions," said Markus Forschner, member of the board of management and chief financial officer of Robert Bosch GmbH. "We will continue to expand our successful regionalization strategy. Proximity to customers is and will remain important to us." This year, Bosch is aiming for organic sales-revenue growth of between 1 and 3 percent despite the fact that the business environment will remain difficult with weak core markets. The EBIT margin from operations is expected to improve significantly compared to 2024, even if earnings are again expected to be impacted by high upfront investments in technologies with future importance and structural adjustments. According to Forschner, if the planned acquisition of parts of the Johnson Controls and Hitachi business is completed by the middle of the year, total sales should even be one to two percentage points higher in 2025. The first full consolidation will then take place in the 2026 business year.

Mobility: innovations in software and hydrogen

In the Mobility business sector, Bosch expects developments in electromobility, hydrogen, and software-defined vehicles to be a major stimulus for growth. "The future of mobility will be determined by software – and we want to remain at the forefront as a partner to automakers," Hartung said. At the Auto Shanghai trade fair, Bosch recently presented a whole range of innovations, including a modular system for driver assistance in three variants – for the entry-level, mid-range, and premium segments – and a cockpit vehicle computer with AI functions.

[1] With its more than 450 locations worldwide, the Bosch Group has been carbon neutral overall (scopes 1 and 2 of the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard) since 2020. This is achieved with four levers: improving energy efficiency, generating energy from renewable sources, purchasing green electricity, and offsetting residual CO_2 emissions with carbon credits. Visit sustainability.bosch.com for further information on the Bosch Group's sustainability strategy.

In the field of electromobility, Bosch is going into production this year with a further 50 projects, primarily in Europe and China. “One important technology of the future is the hydrogen engine,” Hartung said. “This powertrain emits no CO_2 locally and is particularly suitable for heavy off-highway trucks and powerful construction and agricultural machinery.” At Hannover Messe, Bosch premiered Hybrion stacks, which form the heart of electrolysis plants for the production of hydrogen. The company expects to generate billions in sales in this market by 2030.

Consumer Goods: connectivity and batteries for greater convenience

Bosch expects new customer requirements to provide important growth opportunities for its Consumer Goods business, even in a subdued economic climate. In power tools, the focus is on expanding the range of cordless devices. The range for commercial customers such as electricians now also includes cordless hydraulic tools. “Bosch already increased the number of product launches considerably in 2024,” Hartung said. “In the current year, we plan to significantly accelerate the expansion of our power tool range with around 90 new product launches.” Among other things, Bosch is embracing the new Matter connection standard for home appliances: this year, Bosch Siemens Hausgeräte is launching a fridge-freezer that is the first Matter-capable home appliance on the market. It enables fast, simple, and secure cross-manufacturer connectivity. “To better serve regional demand, we’re currently getting our first home appliance factory on the African continent up and running,” Hartung said. Bosch intends to produce up to 350,000 ovens a year for customers in Africa and the Middle East at the new plant in Egypt.

Industrial Technology: software push for manufacturing

In its Industrial Technology business, Bosch expects order intake to stabilize and is still pursuing the goal of achieving sales revenue of around 1 billion euros with software and software-based services alone by the beginning of the next decade. One step toward this goal is a comprehensive range of digital services such as the Hydraulic Hub, which simplifies and accelerates the servicing and maintenance of industrial hydraulics products, thereby increasing machine availability. “We are also continuing our software push in industrial technology,” Hartung said. “Our customers benefit from the fact that we sell from user to user and incorporate our experience from our own manufacturing.” In addition, factory automation for growth areas such as the production of batteries, semiconductors, and consumer goods is to become a further focus in the future. Bosch Rexroth recently presented numerous innovations for the energy transition at Hannover Messe – for example, for the electrification of industrial and mobile applications.

Energy and Building Technology: expanding the HVAC business

In the Energy and Building Technology sector, Bosch expects the planned acquisition of the heating, ventilation, and air-conditioning (HVAC) business of Johnson Controls and Hitachi to deliver significant growth. “We want to be among the world leaders in heating and air-conditioning technology,” Hartung said in reference to the acquisition, which is expected to be completed by the middle of the year. “We expect strong growth from the acquisition, particularly in North America and India.” Growth will also be driven by new hybrid heat pump systems (all-in-one heating), which Bosch first presented at the ISH industry trade fair. These can be operated as stand-alone gas or oil condensing boilers or combined with an outdoor heat pump unit. They can even be converted to run on electricity only. In building technology, Bosch’s stronger focus on its integrator business is bearing fruit, while earlier acquisitions are strengthening its automation business. A key growth lever in all these fields is the use of AI: for example, the Wildfire Detection solution enables the early detection of forest fires. Smoke gases are detected by gas sensors, which use AI algorithms to report them to the emergency services and provide them with information collected by drone.

The 2024 business year: major investments in the future, positive free cash flow

For 2024, Bosch generated a positive free cash flow of 0.9 billion euros (2023: 2.2 billion euros) and thus achieved its target of 1 percent of sales revenue despite lower EBIT. “The Bosch Group’s conservative financial policy ensures financial flexibility and allows us to make large acquisitions and considerable investments,” Forschner said. In the past five years alone, the Bosch Group has invested a total of around 57 billion euros in areas of future importance in order to extend its innovation leadership. Expenditure on research and development amounted to 7.8 billion euros in 2024 (2023: 7.3 billion euros). The R&D ratio remained at a high level of 8.6 percent (2023: 8.0 percent). Capital expenditure fell slightly year on year to 5.1 billion euros (2023: 5.5 billion euros). Liquidity as per the consolidated statement of cash flows stood at 8.2 billion euros (2023: 7.4 billion euros); the equity ratio of 44.3 percent (2023: 44.2 percent) underlines Bosch’s financial robustness.

The 2024 business year: development by business sector

All business sectors felt the effects of weak developments in their core markets. In light of the global decline in vehicle production, sales revenue in the **Mobility** business sector was 55.8 billion euros, and thus 0.7 percent below the previous year – however, adjusted for exchange-rate effects, sales revenue grew 0.2 percent. The EBIT margin from operations was 3.8 percent (2023: 4.4 percent). The **Industrial Technology** business sector achieved sales of 6.4 billion euros.

This represents a decrease of 13.0 percent, or 12.5 percent after adjusting for exchange-rate effects. A key role in this was played by the steeper than expected decline in the construction and machinery sectors in the main markets of Europe, North America, and China. The EBIT margin came to 1.2 percent (2023: 9.1 percent). The **Consumer Goods** business sector increased its sales revenue by 1.6 percent to 20.3 billion euros, which corresponds to growth of 2.9 percent after adjusting for exchange-rate effects. The EBIT margin was 3.5 percent (2023: 4.5 percent). In the **Energy and Building Technology** business sector, sales revenue fell by 2.7 percent year on year to 7.5 billion euros. After adjusting for exchange-rate effects, this was equivalent to a fall of 2.6 percent. The main reason for this was the market slump in the European heating business. The EBIT margin was 4.9 percent (2023: 9.0 percent).

The 2024 business year: development by region

Bosch felt the weakness of its core markets most acutely in **Europe**. While sales revenue in this region declined by 4.9 percent (4.6 percent after adjusting for exchange-rate effects) to 44.5 billion euros, the company recorded growth in the other regions of the world: in the **Americas** by 4.8 percent (5.7 percent after adjusting for exchange-rate effects) to 17.8 billion euros, and in **Asia Pacific** by 0.7 percent (2.8 percent after adjusting for exchange-rate effects) to 28.0 billion euros.

The 2024 business year: development of headcount

The Bosch Group employed 417,859 people worldwide at year-end 2024 (2023: 429,416). The overall headcount fell by 2.7 percent, bringing it 11,557 below the previous year's figure.

Press photos and infocharts are available on the Bosch Media Service at www.bosch-press.com.

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The Bosch Group is a leading global supplier of technology and services. It employs roughly 418,000 associates worldwide (as of December 31, 2024). The company generated sales of 90.3 billion euros in 2024. Its operations are divided into four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology. With its business activities, the company aims to use technology to help shape universal trends such as automation, electrification, digitalization, connectivity, and an orientation to sustainability. In this context, Bosch's broad diversification across regions and industries strengthens its innovativeness and robustness. Bosch uses its proven expertise in sensor technology, software, and services to offer customers cross-domain solutions from a single source. It also applies its expertise in connectivity and artificial intelligence in order to develop and manufacture user-friendly, sustainable products. With technology that is "Invented for life," Bosch wants to help improve quality of life and conserve natural resources. The Bosch Group comprises Robert Bosch GmbH and its roughly 490 subsidiary and regional companies in over 60 countries. Including sales and service partners, Bosch's global manufacturing, engineering, and sales network covers nearly every country in the world. Bosch's innovative strength is key to the company's further development. At 136 locations across the globe, Bosch employs some 87,000 associates in research and development.

The company was set up in Stuttgart in 1886 by Robert Bosch (1861–1942) as "Workshop for Precision Mechanics and Electrical Engineering." The special ownership structure of Robert Bosch GmbH guarantees the entrepreneurial freedom of the Bosch Group, making it possible for the company to plan over the long term and to undertake significant upfront investments in the safeguarding of its future. Ninety-four percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a limited liability company with a charitable purpose. The remaining shares are held by Robert Bosch GmbH and by a company owned by the Bosch family. The majority of voting rights are held by Robert Bosch Industrietreuhand KG. It is entrusted with the task of safeguarding the company's long-term existence and in particular its financial independence – in line with the mission handed down in the will of the company's founder, Robert Bosch.

Additional information is available online at www.bosch.com, www.bosch-press.com

Bosch key figures business year 2024

Figures in billions of euros	2024	2023	Year-on-year change nominal	Year-on-year change (exchange rate-adjusted)
Total sales revenue	**90.3**	**91.6**	-1.4%	(-0.5%)
– percentage generated outside Germany	81	79		
Sales revenue of the business sectors[1]				
Mobility	55.8	56.2	-0.7%	(0.2%)
Industrial Technology	6.4	7.4	-13.0%	(-12.5%)
Consumer Goods	20.3	19.9	1.6%	(2.9%)
Energy and Building Technology	7.5	7.7	-2.7%	(-2.6%)
Sales revenue in the major regions				
Europe	44.5	46.8	-4.9%	(-4.6%)
– of which Germany	17.6	18.9	-6.8%	-
Americas	17.8	16.9	4.8%	(5.7%)
Asia Pacific (including other regions)	28.0	27.9	0.7%	(2.8%)
Result of operations: Bosch Group			**Year-on-year change**	
EBIT from operations[2, 3]	**3.1**	**4.8**	-1.7	
as a percentage of sales revenue	3.5	5.3	-	
Research and development cost	**7.8**	**7.3**	0.5	
as a percentage of sales revenue	8.6	8.0	-	
Capital expenditure	**5.1**	**5.5**	-0.4	
as a percentage of sales revenue	5.7	6.0	-	
Depreciation of property, plant, and equipment	**3.7**	**3.4**	0.3	
Result of operations: business sectors[1]			**Year-on-year change**	
Mobility (EBIT from operations)[2]	**2.1**	**2.5**	-0.4	
as a percentage of sales revenue	3.8	4.4	-	
Industrial Technology (EBIT)	**0.1**	**0.7**	-0.6	
as a percentage of sales revenue	1.2	9.1	-	
Consumer Goods (EBIT from operations)[3]	**0.7**	**0.9**	-0.2	
as a percentage of sales revenue	3.5	4.5	-	
Energy and Building Technology (EBIT)	**0.4**	**0.7**	-0.3	
as a percentage of sales revenue	4.9	9.0	-	
Equity	**50.0**	**47.9**	2.1	
Equity ratio (%)	44.3	44.2	-	

[1] Without other activities.
[2] Adjusted for effects from purchase-price allocation at Automotive Steering.
[3] Adjusted for effects from purchase-price allocation at BSH Hausgeräte.

Figures in millions of euros	2024	2023	Year-on-year change
Dividend of Robert Bosch GmbH	186	170	16

Headcount (Dec. 31)			
Bosch Group	**417,859**	**429,416**	-11,557
Europe	246,076	254,700	-8,624
– of which Germany	129,649	134,188	-4,539
Americas	52,972	53,587	-615
Asia Pacific (including other regions)	118,811	121,129	-2,318
Associates in research and development (Dec. 31)			
Bosch Group	**86,840**	**90,084**	-3,244
Europe	45,499	47,678	-2,179
– of which Germany	31,946	33,379	-1,433
Americas	4,250	4,358	-108
Asia Pacific (including other regions)	37,091	38,048	-957

Press release
Bosch Ventures

May 8, 2025
PI11956 RB Ka/af

Bosch strengthens startups with 250 million euro fund
Innovation boost for business and society

- Bosch Ventures supports deep-tech startups worldwide.
- More than 100 investments worldwide since its establishment in 2007.
- Stefan Hartung: “With disruptive technologies, startups can boost innovation and contribute to economic growth.”
- Ingo Ramesohl: “Startups are important partners for Bosch when it comes to co-innovation and providing stimulus for market-transforming technologies.”

Stuttgart and Renningen, Germany – In the face of economic uncertainty and global economic turbulence, Bosch, the supplier of technology and services, is boldly continuing with its commitment to provide venture capital to startups: its subsidiary Bosch Ventures, already one of Europe’s biggest corporate venture-capital investors, is launching a new fund worth around 250 million euros. Referring to the presentation of the company’s annual figures for 2024, Stefan Hartung, chairman of the board of management of Robert Bosch GmbH, explained the rationale behind the new fund: “For one thing, our investments in startups promote technological progress in business and society, and for another, this collaboration also benefits our divisions. With disruptive technologies, startups can boost innovation in a way that delivers important growth impetus for a country’s economy. That is why we want to remain a reliable partner for the startup sector worldwide, even in an adverse business environment.”

Invented for life: investment focus on energy efficiency and AI

As a provider of venture capital, Bosch Ventures supports startups around the world whose technologies have the potential to improve quality of life and conserve natural resources. The Bosch Group is an innovation leader at the forefront of efforts to bring about sustainable mobility, climate-neutral technology, and connectivity. In line with this, Bosch Ventures focuses its investments on fields such as energy efficiency and artificial intelligence (AI).

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“We invest in particular in deep-tech startups, which are based on scientific breakthroughs or technological innovations,” explained Ingo Ramesohl, managing director of Robert Bosch Venture Capital GmbH. “As a result, these young companies have great potential to bring about fundamental market change.”

Global and local: Bosch seeks out the best startups

Since its establishment in 2007, Bosch Ventures has established its own locations with contacts for the startup ecosystem in the global technology hotspots of China (Shanghai), Germany (Stuttgart, Frankfurt), Israel (Tel Aviv), and the U.S. (Boston, Sunnyvale). “As a global investor, we need to be part of the local startup ecosystem so we can find startups with potential, whose innovative technologies could turn entire markets upside down,” Ramesohl said. “Our investment professionals screen more than 2,000 startups every year.” But only about a hundred of these make it to the shortlist. Each year, Ramesohl said, Bosch Ventures invests in six to ten carefully selected companies. It also offers know-how and operational support.

Open Bosch: win-win partnerships and co-innovation with startups

In addition to providing venture capital, Bosch Ventures has run the Open Bosch program since 2018. This brings startups together with Bosch’s operating units at an early stage, giving startups a quick and easy opportunity to become a supplier, customer, or technology partner of Bosch. Bosch, in turn, receives early access to the latest technologies and can incorporate them together with its partners into joint innovations. “This win-win partnership enables Bosch to strengthen and secure its innovation efficiency and support the company’s long-term success,” Ramesohl said. Bosch has already established several hundred partnerships with startups through this program. “Bosch also sees startups as important innovation partners,” Ramesohl said. “Open Bosch empowers co-innovation.”

Successful portfolio: more than 100 investments in all regions of the world

The Bosch Ventures portfolio currently consists of more than 60 active investments. “When an investment comes to an end, we support successful exits like IPOs, just as institutional venture-capital funds do,” Ramesohl said. “The Bosch Ventures portfolio has already given rise to several successful IPOs.” Among these were Xometry, an innovative on-demand marketplace for industrial parts, and IonQ, the first publicly listed quantum computing company. The U.K. startup Quantum Motion is the third investment that Bosch Ventures has made in the field of quantum computers. The portfolio also includes the Italian open source electronics platform Arduino and the German AI startup Aleph Alpha. In China, Bosch Ventures has a stake in the battery recycling company Jin Sheng,

for example, as well as in TrunkTech, a technology provider for autonomous commercial vehicles. In North America, the portfolio includes other established technology companies such as Syntiant, a leader in AI-based semiconductor solutions for edge computing, or Motive, a provider of AI-assisted fleet management solutions.

Press photos and infocharts are available on the Bosch Media Service at www.bosch-press.com.

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About Bosch Ventures:
Robert Bosch Venture Capital GmbH (Bosch Ventures) is the corporate venture capital company of the Bosch Group, a leading global supplier of technology and services. Bosch Ventures invests worldwide in innovative startup companies at all stages of their development. Its investment activities focus on technology companies working in areas of business of current and future relevance for Bosch, above all, automation and electrification, climate tech, enabling technologies, and healthcare systems. Bosch Ventures also invests in services and business models as well as new materials that are relevant to the above-mentioned areas of business. In addition, the company supports co-innovation between Bosch and startups via the "Open Bosch" program.

Additional information can be accessed at www.bosch.ventures

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May 8, 2025
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Forging ahead with ambition and determination:

Bosch relies on its strengths as a global technology company

Stefan Hartung,

chairman of the board of management of Robert Bosch GmbH,

and Markus Forschner,

member of the board of management,

at the annual press conference on May 8, 2025

Check against delivery.

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Ladies and gentlemen,

Even in modern physics, there are still unsolved problems. Most of them are far removed from our everyday lives. However, one of them is a phenomenon we've all seen and often experienced firsthand: turbulence.

As yet, there's still no model to fully describe the way water swirls in a river or how air currents move in a storm: the dynamics are literally unpredictable. However, those caught up in these currents are by no means helpless. If you're sailing in rough waters, you have to take decisive counteraction while making use of the current; you must be prepared for anything and be able to react at any time; you need to manage your strength well, and above all, you mustn't lose sight of your goal. At Bosch, we're determined not to be unsettled by the current turbulence. We're remaining on course. And with that, welcome to our annual press conference! I'm delighted that you could join us today as our guests, whether here in person or via the webcast.

We're currently experiencing massive upheaval in our environment. In global politics, we're seeing the prevailing world order drift apart, as new power constellations emerge and even established rules and regulations are occasionally called into question. In the global economy, free trade is coming under massive pressure, while Germany and Europe are passing huge financial packages to boost an economy that's been flagging for years. And even as our old certainties are being shaken up, new technologies are developing everywhere, from AI to quantum computers – and doing so at such a rapid pace and scale that we can't yet fully foresee the changes and opportunities that will result.

All this has led to marked uncertainty among many people and companies, particularly in Germany and Europe, and therefore to reluctance in consumption and investment. And as we all know, we at Bosch weren't able to completely escape this adverse situation either. My colleague Markus Forschner will discuss the current and expected business situation in more detail later on, but I can already reveal this much – unfortunately, it doesn't look like there will be a clear turnaround this year.

Nevertheless, we at Bosch are sticking to our medium-term goals. Our Strategy 2030 provides us with specific targets: by 2030, we want to achieve average annual growth of at least 6 percent and a margin of at least 7 percent. In view of the aforementioned turbulence, this is an extremely challenging task. There's also much stronger competition, particularly from Chinese suppliers. For this reason, we'll have to continue working intensively on our costs and structures. This requires a clear focus on business areas and regions with attractive profit prospects; regrettably, this also means that the number of jobs, particularly in Germany and Europe, will decrease. We have already announced structural adjustments and job cuts in various areas, and have been in contact with employee representatives on this for some time. We now need to agree on measures quickly and start implementing them. Only then will we be able to take advantage of opportunities in a dynamic market environment, including those that crop up suddenly. We can no longer afford delays, as this would further weaken our competitive position.

Strategy 2030 also aims to put Bosch among the top three providers in our core markets, in five years' time at the latest. However, the restrictions on free trade could mean that we have to develop and offer our products and technologies in an even more regionally differentiated

fashion. Today, we don’t have a world car or world fridge, but even for regional solutions, we have to bring together raw materials and know-how from different parts of the world. Economic exchange is thus becoming more difficult and more expensive – but remains necessary across all trade barriers. That’s why I remain optimistic: the markets in Asia and the Americas will remain attractive for German companies. In North America and India in particular, we want to grow significantly faster in the coming years than we have before. For us, this isn’t a question of day-to-day politics, but an integral part of our long-term strategy.

Our objectives remain ambitious. They have to, if we want to emerge stronger from all the upheavals I’ve mentioned. That’s why the theme of this year’s annual report was *ambitions*. This means nothing other than that we will use our strengths as a global technology company boldly and with full commitment. One of these is our innovative strength, a clear example of which is the number of patent applications: we filed more than 6,700 for inventions in 2024. For the fourth time in a row, the analytics company Clarivate has listed Bosch among the 100 most innovative companies worldwide, and at the German Patent Office, Bosch has submitted more applications than any other company for the past 18 years.

Innovations are also the best stimulus for a growing economy. That’s why, as a provider of venture capital, we support startups worldwide that, like us, are working on technology that’s “Invented for life.” Our subsidiary Robert Bosch Venture Capital is currently setting up its sixth fund, which totals 250 million euros. The investments are focused on areas such as energy efficiency and artificial intelligence and are mostly long-term in nature. This allows startups to drive innovations that benefit not only our business divisions, but also the economy and

society. For this reason, Bosch wants to remain a reliable partner for the startup sector worldwide, even in an adverse business environment.

This fits in with another of Bosch's strengths: our perseverance. Or, to put it another way, resilience through continuity. Allow me to give you an example: Bosch launched the ESP anti-skid system 30 years ago and has continued to develop it ever since. To date, we've sold over 350 million units worldwide, which, according to our accident research, have saved more than 22,000 lives in Europe alone. And this fall, we're opening the next chapter in braking technology with the launch of our hydraulic brake-by-wire solution. The ESP is still a central component, but now the mechanical connection between the brake pedal and the braking system has been removed. This not only makes the vehicle lighter, but the components can also be installed flexibly – where it is safest and quietest and where the most space can be saved.

This success would hardly be possible without our decades of experience. The future, however, will be determined by the software-defined vehicle. Our aim is to be at the forefront of this development as well and to be a valuable partner to automakers, just as we've always been. Bosch solutions and products such as central computers for software-defined vehicles are already in large-scale production worldwide. However, we know very well that while experience is certainly helpful in this new customer and competitive world, it's not the only decisive factor. Nowadays, companies need in-depth knowledge – both domain-specific and cross-domain – plus speed plus flexibility. And we're in good shape here: we're a leader in comprehensive understanding of the vehicle, and we're strong enough in terms of speed and movement to be among the frontrunners even in China. Just a few days ago, we presented a whole range of innovations at Auto Shanghai – the new

Bosch ADAS product family, for example. This is a modular system for driving assistance in three variants: for the entry-level segment, the mid-range segment, and the premium segment. We also presented a cockpit vehicle computer with AI functions. The solutions were ready for the market remarkably quickly. Our next step now is to carefully examine how we can become even faster in other regions, particularly in the area of software-defined mobility.

Ladies and gentlemen, in turbulent times, you need a firm footing. But in a world divided into competing blocs, we can pursue our interests only within a close-knit and self-confident European Union. We should therefore do everything we can to further strengthen the EU. This includes, for example, deepening the single market, reducing bureaucracy, and rapidly expanding the Capital Markets Union, an issue that's been stuck in the discussion phase for far too long. However, it also includes having the courage to make far-reaching reforms and decisions. If we as Europeans want to have a say on the world stage, our industries must be as competitive as possible. After all, a robust economy not only ensures social prosperity, but it also provides what we need to guarantee our own security and freedom.

The comprehensive financial packages from Brussels and Berlin are therefore a good thing in principle – as long as they are accompanied by a very careful look at previous spending policies. New debts don't release us from the obligation to make savings wherever possible. And the billion-euro packages should be invested specifically in the planned reforms. After all, at the moment, "business as usual" would really be just a step backward. To stabilize our democracy and our economy in the long term, we don't need half-hearted compromises; we need concrete measures and actions.

One thing is true: whether there's a political tailwind or not, we ourselves are responsible for the future of Bosch. I'll talk about what technologies we'll be focusing on after the rundown of our figures. But for now, I want to hand over to my colleague Markus Forschner.

Dr. Markus Forschner on the business situation:
Early action secures leeway in uncertain times

Ladies and gentlemen,

a warm welcome from me too. As Stefan did, I'd like to talk about the keyword "ambitions." One of our ambitions is to at least maintain our already strong global market position and further expand our activities in regions such as North America and India, which offer us considerable potential for additional growth. Our ambitions also include further strengthening the competitiveness and robustness of our company worldwide. Because one thing is certain in these uncertain times: the importance of competitive and robust structures is increasing. And early action, even in difficult conditions, opens up financial leeway for the innovations, investments, and acquisitions of the future. I've identified the key challenges that shaped the 2024 annual financial statements and will shape our work in the current year and beyond. I'll be focusing on the most important factors at play here, especially as the business figures for 2024 are hardly any different from those communicated at the beginning of February.

The main factor impacting our business in 2024 was the weakness of our core markets. Automotive production, including heavy commercial vehicles, fell to 93 million units from 94 million units in the previous year. In the European Union and the United Kingdom, the decline was

as much as 6.7 percent. In addition, technologies of the future, such as electromobility, fuel cells, and automated driving, are taking much longer than the industry expected to become established, and this process is playing out with major regional differences. China is now leading the way in these areas of future importance, and is the world's biggest vehicle producer with more than 31 million vehicles – which for the first time puts it ahead of Europe and North America combined, with 14.9 million units manufactured in Europe and 16.2 million in North America. Our other two core markets, mechanical engineering and especially the construction industry, are also experiencing difficult times. And the heating market in Europe, Germany in particular, is still suffering from considerable distortions due to changes in government subsidies.

In view of this market development, the Bosch Group's decline in sales was kept to a minimum, at 1.4 percent to 90.3 billion euros; adjusted for exchange-rate effects, sales fell 0.5 percent. In our planning, however, we had anticipated significant sales growth overall. This also applies to areas of future importance such as electromobility and automated driving. They are indeed growing, but more slowly than expected. As a result, Bosch failed to achieve its margins, which weighed heavily on the EBIT margin, and was also the main factor behind the drop in result. That made it all the more important that we announced extensive additional structural adjustments last year, even if they initially reduced our result further. By taking comprehensive cost measures across the entire value chain to broadly strengthen our competitiveness, we were able to cushion the two main effects – failure to achieve margins and additional structural measures – but were unable to fully offset them. As a result, the EBIT margin from operations of

3.5 percent is significantly below the previous year's figure of 5.3 percent.

We can't be satisfied with this decline in result, but with the structural measures we announced and our intensive work on costs in all areas, we're laying the foundations for increased earnings in the future, which in turn will secure our financial health and robustness. This means that we are still aiming for our target margin of 7 percent in 2026. However, this also requires more growth. And it means hard work. However, it's important for us to maintain the balance and continue to invest in the future. In 2024 alone, we again made upfront investments of almost 13 billion euros – with 5.1 billion euros for capital expenditure and 7.8 billion euros for research and development.

We're pleased to say that, as planned, we achieved a free cash flow of 0.9 billion euros or 1 percent of sales revenue in 2024. Our financial robustness is reflected in our equity ratio of 44.3 percent – a slight increase of 0.1 percentage points – and high liquidity of 8.2 billion euros compared to 7.4 billion euros in the previous year. Our conservative financial policy ensures flexibility. Even in challenging times, it allows us to make major acquisitions, such as in HVAC technology, and to invest substantial amounts.

Before I go into the other challenges we'll face in the 2025 business year, let me first take a brief look at the regions and business sectors. In 2024, we generated more than half our sales, 50.7 percent, outside Europe for the first time. Although sales fell by 4.9 percent in Europe, they increased by 4.8 percent in the Americas and by 0.7 percent in Asia Pacific. The chart also shows the exchange rate-adjusted figures.

In Mobility, we were able to roughly maintain the previous year's level of 55.8 billion euros thanks to our broad international footprint. In Industrial Technology, the difficult situation in its core markets of construction and mechanical and plant engineering led to a 13 percent drop in sales to 6.4 billion euros. Our Consumer Goods business sector also depends in part on the construction industry. However, there was a noticeable increase in retail demand for home appliances over the course of the year, which led to slight growth of 1.6 percent to 20.3 billion euros. In Energy and Building Technology, sales dropped 2.7 percent to 7.5 billion euros; the main reason was turmoil on the heating market. Again, the chart also shows the exchange rate-adjusted figures.

All business sectors, even Industrial Technology, reported a positive result from operations. The EBIT margins from operations for Mobility and Consumer Goods are on a par with the Bosch Group at 3.8 percent and 3.5 percent respectively, while Energy and Building Technology's margin is significantly higher at 4.9 percent. In the midst of a massive market slump, Industrial Technology achieved a margin of 1.2 percent.

Additional structural measures are required in all areas. The number of associates worldwide fell by 2.7 percent in 2024 to around 417,900. This particularly affected the Mobility, Industrial Technology, and Consumer Goods business sectors, and to a lesser extent Energy and Building Technology. Looking at the different regions, as the chart also shows, Europe and Germany in particular were affected, although headcount also fell slightly in Asia Pacific and the Americas.

That about covers 2024. Forecasts for the 2025 business year are a tough challenge in these uncertain and volatile times. However, we assume that global trade and therefore the global economy as a whole will suffer from the rising trade barriers. This is also reflected in our forecast for global economic output of 2¼ to 2¾ percent, while growth in 2024 was 2.8 percent. So far, the economic effects of the German and European infrastructure packages can be estimated only to a limited extent. The same applies to the negative effects the additional tariffs will have on result, even though we are closely monitoring the risks. Given the volatility of the discussion, it is too early to give specific figures here. As a globally operating company, one fundamental way we are responding is to further expand our regional strategy. Not only does this allow us to maintain proximity to our customers, but it also strengthens the robustness of our supply chains.

In the first three months of 2025, we were able to increase sales in the Bosch Group by some 4 percent, both in euros and adjusted for exchange-rate effects. Sales in the Mobility business sector saw a disproportionately large increase of around 7 percent, while the difficult phase in Industrial Technology continued with a decline of 7 percent. Consumer Goods and Energy and Building Technology saw slight increases in sales of roughly 1 percent and about 3 percent respectively. Our ambitious goal is to organically increase our sales revenue in 2025 by 1–3 percent – despite all the odds and core markets that are still quite weak. Assuming that we can complete our acquisition in the HVAC sector over the course of summer 2025 as planned, growth for this year is likely to be 1 to 2 percentage points higher. The first full consolidation of the acquisition will then take place in the 2026 business year. We want to improve the Bosch Group's result despite the risks arising from the tariffs discussion. We are also aiming for a free

cash flow at the previous year's level. As you can see, even in times like these, we remain ambitious. On that note, I'll now hand back to Stefan Hartung.

Dr. Stefan Hartung on the implementation of our strategy:

Thank you, Markus! As you just heard, our environment will remain uncertain for the time being and we must expect considerable risks. Nonetheless, as we're talking about ambition, this especially means that we want to systematically seize every opportunity that comes our way. And there are quite a few of them – in fact, they're in all our business sectors.

The transformation in mobility continues. Although demand for the latest generation of combustion engines is helping us in the transitional phase, it means that our facilities for e-mobility, in which we have invested a great deal, are not being used to capacity. In the medium and long term, however, electromobility will come out on top. Bosch has the right expertise and products for this. This year alone, we're going into production with about 50 projects around the world and especially in Europe and China. In total, we've already supplied more than 17 million powertrain components for battery-electric and hybrid vehicles, including for example 5.5 million electric motors.

Another technology of the future is the hydrogen engine. Structurally similar to a combustion engine, the hydrogen engine emits no CO_2 locally and is particularly suitable for heavy off-highway trucks and powerful construction and agricultural machinery. Even if we don't expect relevant market growth until the end of this decade, the solution is already well advanced technologically. Politically, alas, not yet. Although

the EU doesn't levy an energy tax on the use of hydrogen in fuel cells, it does for its use in combustion engines. This is causing uncertainty at many filling stations, so that they don't currently offer refueling for hydrogen engines. However, the EU also allows tax exemptions under certain circumstances. The German government should take advantage of this and exempt the hydrogen engine from the energy tax as soon as possible.

Hydrogen will remain important for us anyway, even if progress in this area is slower than expected. We recently presented our Hybrion stacks at Hannover Messe. They are at the heart of electrolysis systems that can be used to produce hydrogen. This is a strategic growth field for us: we can make excellent use of our fuel-cell expertise as well as our experience in full-scale production to achieve economies of scale and reduce costs. We previously discontinued our work on the stationary fuel cell, but that just underlines the determination with which we are pursuing our strategy; after all, ambition also requires consistency.

Another important growth area is the use of AI in mobility, particularly in driver assistance and automated driving. Bosch's strength lies in the combination of federated learning with the huge amount of traffic data that we've recorded all over the world with our sensor technology. In federated learning, several decentralized servers train a shared AI application without the data itself being exchanged. This makes it possible to comply with regional data protection regulations and to develop global AI solutions more quickly. We've already successfully used this technique in the development of our multifunctional camera and are also using it in the new camera generation.

However, the automotive sector isn't the only area where competition for the best innovations has increased significantly. In Consumer Goods, we also have to adapt strategically to different, more demanding market and customer requirements. In the Power Tools division, we're focusing primarily on expanding the cordless device range and on innovations that open up new business areas. We already considerably increased the number of product launches in 2024, and this year we'll once again significantly accelerate the expansion of our portfolio with around 90 new launches planned in power tools alone.

As announced, this year we're launching the world's first *Matter*-capable home appliance: an especially economical XXL fridge-freezer from our factory in Giengen. *Matter* is a new standard that enables simple, secure, and fast connectivity – regardless of manufacturer. And our Bosch Green Collection has also been well received by customers. The appliances contain CO_2-reduced steel and bioplastics, which decreases the material's carbon footprint by 50 percent.[1]

The home appliances division also provides a current example of our global orientation: BSH is currently getting its first factory on the African continent up and running. The plant in Egypt will be able to produce around 350,000 ovens per year for the regional market – specially adapted to the needs of Africa and the Middle East.

[1] Compared to a similar Bosch fridge-freezer with conventional production materials (standard size: KGN39VXAT, XL: KGN492IAF). Calculation of the CO_2 footprint of the production materials (without packaging) based on ISO 14067. In production, the CO_2-reduced material is partly mixed with conventional material, but is allocated to the Bosch Green Collection fridge-freezers by means of mass balancing (in accordance with ISO 22095). Verified and confirmed by TÜV Rheinland, an independent certification organization.

In the Energy and Building Technology business sector, we're looking forward to playing at the very top of the global HVAC market as of the midpoint of the year. This is because the antitrust authorities' approvals should be in place by then, so we can complete the biggest acquisition in our history – the takeover of the HVAC business for residential and light commercial buildings from Johnson Controls and Hitachi. Our integration plans are well underway, and when everything gets going, we expect strong growth from the acquisition, particularly in North America and India – a great fit for Bosch's overall strategy.

In the Building Technologies division, we're also making good progress with our focus on the integrator business. We've strengthened the key growth area of building automation with smaller acquisitions in Germany and North America. And here, too, we're increasingly relying on AI for our solutions; for example, for early fire detection in the great outdoors. This involves setting up a network of special detectors in which intelligent gas sensors from Bosch Sensortec have been installed. With the help of an AI-based algorithm, the system detects smoke gases at an early stage, alerts emergency services, and provides them with all relevant information directly.

Overall, we want to double the result from operations in the Energy and Building Technology business sector by 2030. This, too, is part of our growth strategy.

In Industrial Technology, we're currently seeing a certain stabilization in incoming orders – although it's not yet clear whether this will continue, especially in view of the ongoing uncertainties in trade policy. However, our goals remain unchanged here as well: by the beginning of the next decade, we want Industrial Technology's sales revenue from software and software-related services alone to have reached around 1 billion euros. In this endeavor, we will benefit from our own experience in manufacturing – we sell our solutions from user to user.

We're also investing in our global manufacturing network and in key areas of future importance, such as digitalization, artificial intelligence, and the hydrogen industry. In factory automation, sales will focus more strongly on important growth industries such as the production of batteries, semiconductors, and consumer goods.

Ladies and gentlemen, before we move on to the Q&A session, I'd like to make a general comment. It's already been implied a couple times, but let me be clear: sustainability remains a priority for us, and sustainable technologies remain a growth business. They must remain so – climate change isn't going to disappear just because we suddenly have to deal with completely different challenges.

Bosch was one of the first global industrial enterprises to achieve climate neutrality, which it did in 2020 with its more than 450 locations worldwide.[2] However, we also want to reduce emissions that arise outside Bosch's direct sphere of influence, known as scope 3 emissions;

[2] With its more than 450 locations worldwide, the Bosch Group has been carbon neutral overall (scopes 1 and 2 of the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard) since 2020. This is achieved with four levers: improving energy efficiency, generating energy from renewable sources, purchasing green electricity, and offsetting residual CO_2 emissions with carbon credits. Visit sustainability.bosch.com for further information on the Bosch Group's sustainability strategy.

for example, from suppliers, logistics, or product use. Our previous goal was to reduce these emissions along our entire value chain by 15 percent by 2030. We've now doubled this target: we want to reduce our scope 3 emissions by 30 percent in absolute terms over the next five years compared to the baseline year 2018, regardless of our growth targets and regardless of any turbulence. That, too, is ambition.

Thank you!