BOSCH

SUSTAINABILITY REPORT 2025

FOR TOMORROW. TODAY.

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FOREWORD BY THE BOARD OF MANAGEMENT

DEAR READERS,

In a rapidly changing world, guidelines and principles are essential: they provide orientation, support, and motivation. At Bosch, we are convinced that entrepreneurial success is inextricably linked to responsibility for people and the environment.

Sustainability is not only an integral component of our actions, but also a compass that guides us, shapes our identity, opens up new paths, and enables us to strike a balance: ecology and economy are not at odds with each other, they are mutually dependent. Combined, they create growth: the green tech sector has grown significantly faster than traditional industries over the past 15 years. According to the Federal Environment Agency, the gross value added of the German green tech sector alone could almost double by 2045, and the global import market could even quadruple.[1]

Bosch is one of the leading green tech companies.[2] We develop technologies that conserve resources, reduce energy consumption, and protect the environment and climate – for various sectors worldwide. Bosch is electrifying mobility, heating buildings in a climate-friendly way, automating machines and factories efficiently, and developing technology for generating renewable energy. Hardly any other company has such a diverse portfolio.

In 2025, Bosch launched technology for hydrogen production and began supplying components for electrolyzers. Bosch also applied its ingenuity to the field of hydrogen: our hydrogen-based fuel cell powertrain system for trucks was awarded the 2025 German Future Prize. Bosch is focusing on battery-electric powertrains for passenger cars: by the end of 2025, Bosch had delivered around 25 million powertrain components for electric vehicles. In the building sector, we are also driving electrification forward with our heat pumps. Bosch has a broad portfolio of heating solutions – from heat pumps for new buildings to hybrid systems that combine conventional and renewable energies. Step by step, we are also enabling heating with heat pumps for older buildings. At the same time, however, the global rise in temperature is increasingly requiring the opposite: the need for cooling is growing worldwide.

DR. STEFAN HARTUNG

[1] Cf. Federal Environment Agency: “GreenTech made in Germany 2025”, Berlin 2025.
[2] According to the Bertelsmann Stiftung, no other company has more “green tech world class patents” in Germany than Bosch. Cf. Bertelsmann Stiftung: “Green Tech made in Germany: Wie zukunftsfit sind wir?” (How fit for the future are we?), Gütersloh 2023.

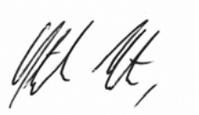
Bosch successfully completed the largest acquisition in its corporate history last year, purchasing the heating, ventilation, and air conditioning business for residential and light commercial buildings from Johnson Controls and Hitachi. With this acquisition, Bosch is not only becoming a global player in the field of HVAC technology, but is also acting upon its conviction that technologies are needed to mitigate climate change – as well as to adapt to its consequences.

Climate change and population growth combined with scarce, limited resources are key challenges of the 21st century, making the development of a circular economy indispensable. According to estimates, however, the global economy has so far only achieved around 7 percent circularity[3] – which is far too low. Bosch has established services for the circular economy in almost all business areas. The company refurbishes industrial equipment and machinery, offers household appliances and power tools for rent and replaces defective vehicle components such as steering and braking systems, which it then brings back onto the market as “remanufactured products”. This approach pays off: the Bosch Mobility Aftermarket division, for example, generated around 400 million euros with its “eXchange program” in 2025 – sales revenue is set to rise to one billion euros by 2030.

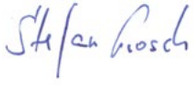
The determination with which Bosch focuses on sustainability in its portfolio is having a positive impact on its carbon footprint. Since 2018, we have succeeded in reducing our Scope 3 emissions[4] by around 34 percent to 311 million metric tons of CO_2 in 2025. In other words, we achieved a reduction of 158 million metric tons of CO_2. At the same time, we increased Bosch sales revenue by around 12 billion euros during this period. We’re realizing our ambition: Bosch aims to grow while having as little negative impact on the climate and environment as possible.

By acting in an economically, environmentally, and socially responsible manner, we improve people’s quality of life and secure the conditions in which present and future generations can thrive. “For Tomorrow. Today.”, the theme of our current sustainability report, is an expression of our commitment and demonstrates how Bosch is already setting its course for the future.

We wish you an enjoyable read and appreciate your interest.



Dr. Stefan Hartung
Chairman of the board of management



Stefan Grosch
Director of Industrial Relations and Member of the Board of Management responsible for sustainability

STEFAN GROSCH

[3] Cf. Bertelsmann Stiftung: “Kreislaufwirtschaft in Deutschland und der EU: Positionen und Perspektiven” (Circular economy in Germany and the EU: positions and perspectives), Gütersloh 2024.

[4] Scope 3 (upstream and downstream emissions) is used in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Further information can be found in the “Environment | Climate action” chapter.

STRATEGY AND MANAGEMENT

Strategy and management

By acting in an economically, environmentally, and socially responsible manner, we want to improve people's quality of life and safeguard the livelihoods of present and future generations.

Bosch Group profile

The Bosch Group is a leading global supplier of technology and services. It employs roughly 413,000 associates worldwide (as of December 31, 2025). The company generated sales revenue of 91 billion euros in 2025.[5] 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 artificial intelligence, digitalization, electrification, and automation. The broad diversification across industries and regions strengthens Bosch's innovative strength and robustness. Bosch uses its proven expertise in hardware and software, as well as services to offer customers cross-domain solutions from a single source. At the same time, Bosch uses its expertise in areas such as connectivity and artificial intelligence to develop and manufacture intelligent, user-friendly, and sustainable products.

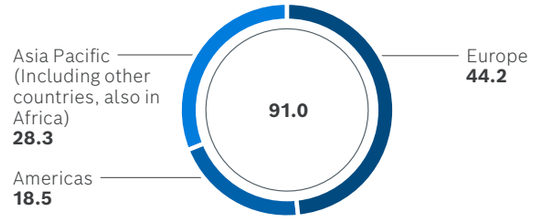
With technology that is "Invented for life," Bosch wants to help improve quality of life and conserve natural resources. The Bosch Group comprises Robert Bosch GmbH and its 500 subsidiary and regional companies in around 60 countries. Including sales and service partners, Bosch's global manufacturing, engineering, and sales network covers nearly every country in the world. The basis for future growth is the company's innovative strength. Bosch employs around 82,000 associates in research and development worldwide. You will find further details on research and development at Bosch online and in the 2025 annual report, page 53 et seq.

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 independence 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. 94 percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a charitable foundation. The remaining shares are held by Robert Bosch GmbH and by a 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. Further information on the organization of the Bosch Group, the activities of the business sectors, and the company's economic situation, can be found in the current annual report.

G 01

Sales revenue

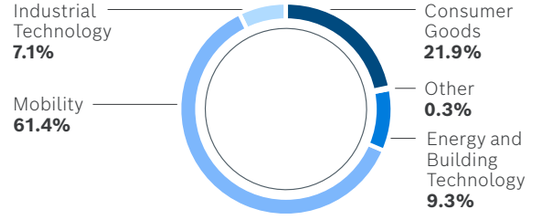
Bosch Group including HC acquisition 2025 by region, in billions of euros



G 02

Sales revenue structure

Bosch Group including HC acquisition 2025 by business sector, in percent



[5] The information on this page applies to the entire Bosch Group. It therefore also includes the companies that have been part of the Home Comfort (HC) division since August 1, 2025, following the acquisition of the heating, ventilation, and air conditioning business for residential and small commercial buildings from Johnson Controls, as well as the Johnson Controls-Hitachi Air Conditioning joint venture (hereinafter referred to as the "HC acquisition"). For details of the HC acquisition, see "About this report".

Sustainability management

To us, sustainability means striking a balance between the economic, environmental, and social dimensions of our business activities as part of responsible corporate governance. Our sustainability activities cover the entire value chain – from the procurement of materials and goods through production at Bosch sites to the product use phase and beyond (“end of life”).

We are convinced that sustainability can make a significant contribution to Bosch achieving its growth objectives. Our vision for sustainability with its seven dimensions defines the strategic focal points in this respect. Each of these is specified and continually enhanced by reference to two focus activities, where appropriate, with clearly defined, medium-term targets (see G 03).

At the same time, we align our entrepreneurial activities with the requirements of our own divisions and the regional framework conditions. This enables us to make a targeted and profitable contribution to sustainable development – adapted to the respective business models in each region. To this end, we have established a dialogue format in 2025 in which internal sustainability experts and the responsible managers from the divisions regularly discuss the specific opportunities and risks relating to sustainability.

Sustainability as a driver of innovation

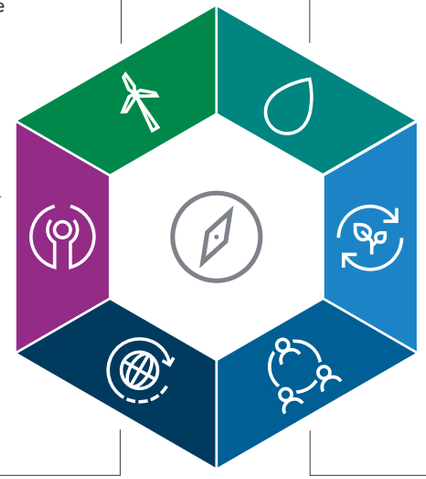
We are committed to the principle of legality and regard respect for social values and standards to be essential for the success of the company. At the same time, topics such as climate action, circular economy, and water offer potential to stand out positively from the competition. Examples of this are energy-efficient or water-conserving products as well as the use of recycled materials in production. This is how our “Invented for life” purpose becomes a reality: Bosch products aim to fascinate, improve quality of life, and help conserve natural resources.

The KPIs that we collect in the course of preparing for the EU taxonomy (sales revenue, capital expenditure, operating expenses) correlate with non-financial indicators such as CO_2 emissions in product use. Bosch is expected to be required to report in accordance with the EU taxonomy from the 2027 fiscal year. We are currently preparing intensively for this and are already using the knowledge gained strategically. The transparency of the EU taxonomy enables us to evaluate our company’s transformation process toward the EU environmental targets and to manage the development of our portfolio using corresponding KPIs.

G 03

Target vision: “New Dimensions”

Our ambition: By acting in an economically, environmentally, and socially responsible manner, we want to improve people’s quality of life and safeguard the livelihoods of present and future generations.



Climate action

1 | Reducing CO_2 emissions
2 | Energy efficiency and renewable energies

It is Bosch’s ambition to be a climate action pioneer – advancing the expansion of renewables and striving continuously for energy efficiency.

Water

1 | Water scarcity
2 | Water quality

For Bosch, water is a resource to be treated sparingly. Regions in which water is scarce are a special concern.

Health

1 | Occupational health and safety
2 | Pollution and substances of concern

Bosch contributes to people’s health – with innovative products and services and by avoiding harm to people and the environment in its own production processes.

Circular economy

1 | Materials efficiency
2 | Second life

Bosch is reducing its ecological footprint and striving to create social benefit. In this endeavor, Bosch takes its lead from the circular economy principle.

Human rights

1 | Responsibility
2 | Transparency

Bosch takes on responsibility and is sensitive to human rights being respected – along the entire value chain.

People

1 | Employer of choice
2 | Diversity, equity, and inclusion

Attractive working conditions qualify Bosch as an employer of choice. Diversity, equity, and inclusion are key to long term success in business.

Governance

1 | Business ethics
2 | Privacy

Compliance with the principle of legality as well as responsible and fair business practices are part of the Bosch values and a top priority for our company.

Targets and ambitions of the Bosch Group

Topic	Targets and ambitions	2025 status	UN SDG
Climate action	It is Bosch's ambition to be a climate action pioneer – advancing the expansion of renewables and striving continuously for energy efficiency.		
	Reducing CO_2 emissions Reduction of absolute scope 1 & 2 CO_2 emissions by 85 percent by 2030 (baseline year 2018)	With its more than 470 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2).[6] Four levers were used to achieve carbon neutrality: increasing energy efficiency, generating our own energy from renewable sources (new clean power), purchasing electricity from renewable sources (green electricity), and – as the last resort – offsetting residual CO_2 emissions with carbon credits. In 2025, residual emissions of roughly 554,900 metric tons of CO_2 were offset by carbon credits (prior year: 531,300 metric tons of CO_2).The increase of CO_2 emissions compared to the previous year is due to 20 locations that have been part of the Home Comfort (HC) division since August 1, 2025 as a result of the acquisition of the heating, ventilation and air conditioning business for residential and small commercial buildings from Johnson Controls and the Johnson Controls-Hitachi Air Conditioning joint venture (hereinafter: HC acquisition)[7] (see "Environment | Climate action strategy").	
	Lowering absolute scope 3 CO_2 emissions by 30 percent by 2030 (baseline year 2018)	Since 2018, we have cut our scope 3 emissions by around 34 percent, down to 311 million metric tons of CO_2 in 2025. In order to achieve our target, we are focusing on the categories that account for around 98 percent of our scope 3 emissions: upstream emissions in the Bosch value chain primarily concern purchased goods and services as well as logistics. Downstream emissions are mainly caused by the use of our products (see "Environment | Upstream and downstream emissions (scope 3)").	
	Energy efficiency and renewable energies Saving 1.7 TWh through increased energy efficiency by 2030	Since 2019, we have initiated more than 8,500 energy efficiency projects worldwide, with roughly 1,200 new projects added in 2025 alone. With them, we have so far captured savings potential of 1,324 GWh in total. This corresponds to a target achievement of 78 percent (see "Environment | Emissions from own operations (scope 1 & 2)").	
	Increasing own renewable generation at our sites to 400 GWh and 100 percent green electricity by 2030	In 2025, we generated 226 GWh of energy from renewable sources in-house at our company locations, thus reaching 56 percent of our target value. In addition, around 98.5 percent of the global electricity demand of the Bosch Group, including the HC acquisition, was covered by green electricity (electricity purchased from renewable sources). Excluding the HC acquisition, the share amounts to 99.8 percent (see "Environment | Emissions from own operations (scope 1 & 2)").	
Water	For Bosch, water is a resource to be treated sparingly. Regions in which water is scarce are a special concern.		
	Water scarcity Reducing absolute water withdrawal at company locations in regions with water scarcity by 25 percent by 2025 (baseline year 2017) Reducing absolute water withdrawal at company locations in regions with water scarcity by 7 percent by 2030 (baseline year 2025)	Since 2019, we have launched more than 300 projects and reduced water withdrawal by 30.9 percent compared with 2017 at company locations in regions with water scarcity. The company locations were identified using the Water Risk Filter of the World Wildlife Fund (WWF). In 2025, we have set ourselves a new target for reducing water withdrawal in regions with water scarcity (see "Environment | Water withdrawal and consumption").	
	Water quality Improving the quality of wastewater flows	In 2025, Bosch's wastewater volume increased to 16.70 million m^3 (prior year: 15.25 million m^3). We have established standard processes in the company for monitoring local wastewater quality requirements and standards (see "Environment | Wastewater").	

[6] Scope 1, 2, 3 are used in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. We have taken into account the effects of both CO_2 and of other greenhouse gases, as well as climate-relevant substances, to the extent that these are of relevance for the analysis. To enable comparability between the climate impact of the various greenhouse gases and substances of relevance for the climate, emissions are presented in CO_2 equivalents. For ease of reading, we use the terms CO_2 and CO_2 equivalents synonymously.

[7] For details of the HC acquisition, see "About this report"

Topic	Targets and ambitions	2025 status	UN SDG
Circular economy	Bosch is reducing its ecological footprint and striving to create social benefit. In this endeavor, Bosch takes its lead from the circular economy principle.		
	Materials efficiency Improving materials efficiency	For years, materials efficiency has been a fixed criterion in the Bosch product development process, where it is anchored in our Design for Environment (DfE) principle (see "Environment | Circular economy strategy").	
	Second life Extending product life cycles and reusing materials and components	We want to extend the life cycle of products and components. Our activities range from reusing products and their components to repairs and right through to remanufacturing. The individual divisions of Bosch each have their own objectives in this regard, depending on market and product-specific framework conditions (see "Environment | Circular economy strategy").	
People	Attractive working conditions qualify Bosch as an employer of choice. Diversity, equity, and inclusion are key to long term success in business.		
	Employer of choice Placement among the top 1 percent in the Forbes World's Best Employers Ranking by 2030	Bosch holds 24th place in the Forbes World's Best Employers Ranking 2025 and is therefore in the top three percent in this ranking. By 2030, we want to further improve this position and be among the top one percent of the most attractive employers in the ranking – worldwide and across all industries (see "Social | Bosch as an employer").	
	Diversity, equity, and inclusion Increasing the proportion of female executives to 25 percent by 2030 (baseline year 2018)[8] Increasing the proportion of female executives in top management to 19 percent by 2030 (baseline year 2024)[8]	Globally, the proportion of female executives rose to 21.1 percent in 2025 (prior year: 20.4 percent) across all management levels. Furthermore, from 2025 onwards, we aim to increase the proportion of female executives in top management to 19 percent by 2030 (baseline year 2024). The proportion is currently 15.1 percent (prior year: 14.7 percent) (see "Social | Diversity, equity, and inclusion").	
Human rights	Bosch takes on responsibility and is sensitive to human rights being respected – along the entire value chain.		
	Responsibility Ensuring human rights are respected along the value chain	We contribute to improving human rights conditions worldwide by implementing due diligence obligations concerning human rights in our operational processes. At the same time, we actively demand respect for human rights in our global supply chains as well, mitigate identified risks through preventive measures, and take appropriate remedial measures in the case of violations (see "Social | Complying with due diligence obligations relating to human rights and the environment").	
	Transparency Increasing transparency about compliance with environmental and social standards	By the end of 2025, we had assessed around 81 percent of our relevant direct materials suppliers (excluding BSH Hausgeräte GmbH) for compliance with our requirements (prior year: 82 percent). We also assessed 80 percent of indirect materials suppliers who are particularly relevant in terms of country risk and field of materials risk (prior year: 77 percent) (see "Social | Responsible supply chain management").	

[8] We have set these targets as aspirational. Bosch complies with local laws and makes employment decisions based on merit and performance, not gender or other protected characteristics.

Topic	Targets and ambitions	2025 status	UN SDG
Health	Bosch contributes to people's health – with innovative products and services and by avoiding harm to people and the environment in its own production processes.		
	Occupational health and safety Reducing the accident rate to 1.45 accidents per 1 million hours worked or less by 2025 (baseline year 2017) Reducing the rate of recordable work-related accidents by 5 percent by 2030 (baseline year 2025)	In 2025, the accident rate was reduced to 1.44 accidents per one million hours worked (prior year: 1.46). Based on this, we want to reduce the rate of recordable work-related accidents by a further 5 percent by 2030 (see "Social | Occupational health and safety").	
	Pollution and substances of concern Continuously upgrading materials data management	Bosch handles substances of concern and substances of very high concern responsibly. To efficiently manage prohibitions and restrictions on materials, we are continuously upgrading our IT-based Material Data Management for Compliance and Sustainability (MaCS) system (see "Environment | Use of substances of concern").	
Governance	Compliance with the principle of legality as well as responsible and fair business practices are part of the Bosch values and a top priority for our company.		
	Business ethics Values-based conduct	The basis of our corporate culture is a clear commitment to our values, to responsibility and, above all, to compliance with applicable law. We make responsible decisions and take into account the impact on society and the environment (see "Corporate governance | Compliance").	
	Privacy Responsible handling of personal data	Bosch handles the personal data of associates, customers and end users in a responsible manner and protects this data accordingly. To this end, we use a combined information security and data protection management system (ISMS/DPMS) (see "Social | Cybersecurity, information security and data protection").	

Regulations and organization

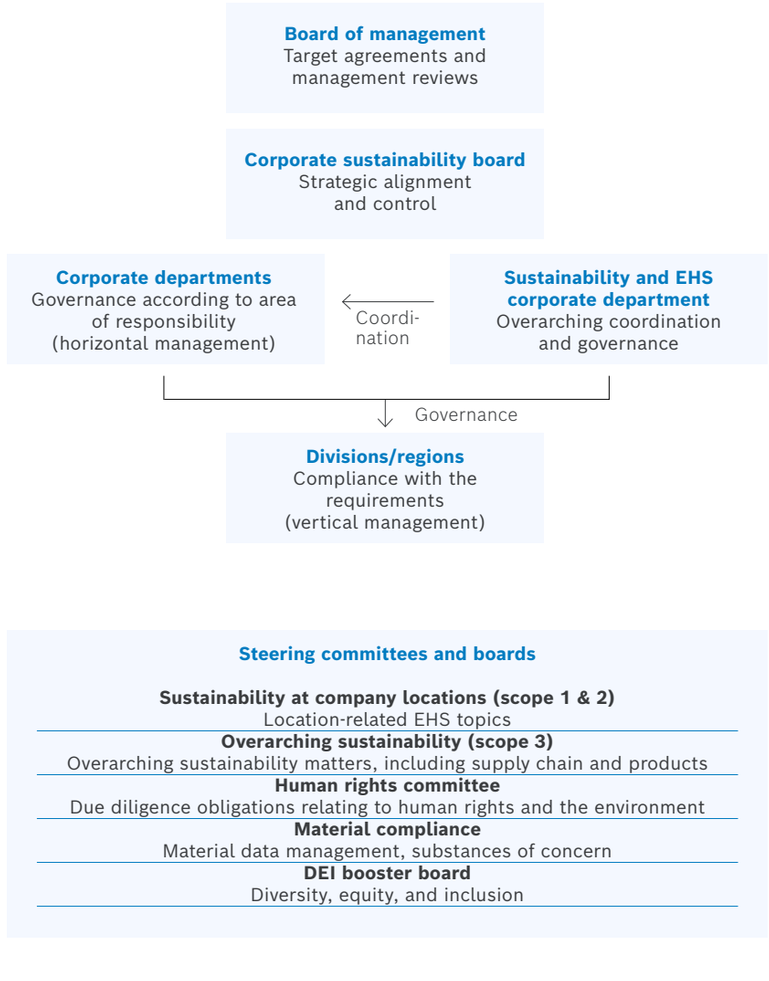
Internal regulations define the principles and requirements for sustainability and EHS (Environment, Health, Safety) in the Bosch Group and specify the organization and responsibilities. The board of management of Robert Bosch GmbH is responsible for sustainability and EHS and sets the corresponding corporate targets. It assigns one of its members to perform the corresponding organizational and supervisory duties. Target agreements and management reviews for all sustainability-related issues are the responsibility of the chairman of the board of management and the board of management member responsible for sustainability. If necessary, individual topics are presented to the board of management for information or approval; the audit committee is informed about sustainability and EHS at least once a year. For information on Robert Bosch GmbH's board of management and supervisory board, see the 2025 annual report, page 8 et seq.

At Bosch, the highest technical committee for sustainability is the corporate sustainability board (CSB) under the aegis of the chairman of the board of management of Robert Bosch GmbH and the board of management member responsible for sustainability. The Sustainability and EHS corporate department is responsible for the organizational and functional management of the CSB, which convenes twice a year. The CSB members are the chief financial officer of the Bosch Group, the board of management member responsible for the Mobility business sector, and the heads of the corporate departments responsible for the relevant matters: Research and Advance Engineering, Purchasing and Logistics, Real Estate, Human Resources, Legal, Compliance, Finance, as well as Corporate Communications and Governmental Affairs. The CSB also includes the executive management of various divisions and the management of the individual regions. Further members are included when required. The CSB's main tasks are to define the sustainability strategy and targets for the Bosch Group, to adopt sustainability activities, and make decisions in the event of conflicting objectives. The CSB also monitors the implementation of the sustainability strategy and activities, tracks target achievement and coordinates Group-wide position papers on sustainability topics.

The Sustainability and EHS corporate department is accountable for governance in all matters concerning sustainability and EHS and coordinates implementation of regulatory requirements throughout the Group. It is responsible for sustainability management, in particular for setting and tracking targets, sustainability reporting, developing and monitoring programs and preparing concepts aimed at sustainable and profitable corporate development. The Corporate Communications and Governmental Affairs corporate department is responsible for sustainability communications and interaction with the stakeholders around the world.

G 04

How sustainability is organized at Bosch



In accordance with the topic responsibilities, the individual corporate departments are responsible for the governance of the topic assigned to them within the Bosch Group. In doing so, they take the procedures of the risk management system and the internal control system into account.

The competent officers at corporate headquarters and in the divisions are responsible for implementing the sustainability strategy worldwide and for monitoring the target achievement. Coordinators offer professional support to the divisions, for example for implementing strategies and establishing processes and internal regulations. In addition, the coordinators review the effectiveness of the respective measures. The associates responsible in the regions and at the Bosch sites worldwide are tasked with ensuring that the relevant requirements are observed locally and that the defined framework conditions are complied with by means of established processes.

Steering committees, supported by topic-specific competence centers, have been established within the company for material topics. The steering committees are made up of experts from various corporate departments, divisions, and regions. They are responsible for the enhanced development of the sustainability strategy while taking the interests of our stakeholders into account. With the exception of the material compliance steering committee, which generally meets quarterly, the steering committees meet twice a year.

Systematic sustainability management

The Bosch Group's sustainability management extends across the entire value chain and covers all material topics for Bosch as well as the underlying impacts, risks and opportunities. It is defined in a central process that is based on the ISO standard process definitions, especially ISO 31000. This process is based on the concept of the PDCA cycle for continuous improvement.

▸ Plan: Defining the strategy

Strategy development is based on risks and opportunities and takes into account the legal requirements, internal and external trends, and the results of our reporting systems, audits, and management reviews. The responsible corporate departments develop strategic goals and KPIs for the Bosch Group and its organizational units with the involvement of the relevant units, which are then approved by the board of management or the responsible member of the board of management.

▸ Do: Implementing the strategy

Suitable organizational and operational structures are established at all organizational levels to ensure compliance with external and internal requirements, the implementation of strategic targets, and the execution of strategic projects. Various management systems support those responsible.

We promote the methodological and professional skills of our associates with various learning opportunities. By assigning role-based learning plans, we ensure that those responsible are familiar with the relevant regulations and standards. Executives are required to attend web-based training to familiarize themselves with the sustainability strategy and the targets set. Since the training program's launch in 2014, around 36,500 executives with and without team management responsibilities have already completed the course. In supplementary training modules, we address the specific requirements of individual operating units, locations, and regions. In addition, we also train and brief associates of external companies on the relevant topics.

▸ Check: Reviewing implementation and effectiveness

The effectiveness of the process is checked at least once a year as part of a management review. The effectiveness of the achievement of strategic goals and the associated processes and organizational requirements are also reviewed on a regular basis. In addition to audits and management reviews, we rely on the established reporting systems as well as the targeted tracking of measures. For example, an incident management system is used for EHS topics. Occupational safety and environmental protection incidents are documented and tracked throughout the Group. Ad hoc reporting takes place in the event of particularly serious incidents.

Relevant issues are audited on a risk basis by company headquarters as part of corporate audits. The auditors have in-depth knowledge of ISO 19011 audit methodologies as well as external and internal requirements. More than 70 corporate audits were carried out in 2025. Topic-specific audits are also carried out regularly. Locations to be audited are selected based on risks or specific events, while their size, measured by headcount or the proportion of resources consumed in the Group, may also play a role. Audit findings are documented in databases. As a result, it is also possible to track corrective actions in the event of deviations. The results of the analyses are also used to improve the content and focus of our campaigns.

▸ Act: Continuous improvement

Measures for the continuous improvement of the PDCA cycle and further development of the sustainability strategy are derived from elements of the previous checks, implemented, and tracked by the responsible corporate departments.

T 02

Overview of key stakeholder groups, forms of dialogue, and example results

Stakeholder groups	Forms of dialogue	Exchange objective	Example results
Associates and employee representative bodies	Dialogue with associates and their representative bodies, training programs, surveys, internal media, Bosch Business Dialog	Inclusion of viewpoints, experiences, and expectations	Updating internal regulations, improvements, and action plans, global initiatives and campaigns
Customers	Customer services, training programs, surveys, trade fairs, social media	Inclusion of viewpoints, experiences, and expectations	Improving products and services, adapting market strategies
Suppliers, partners and their employee representative bodies	Supplier days, awards, training programs, assessments, dialogue as part of industry initiatives	Responsible procurement, decarbonization of our supply chain	Improvements and action plans to improve sustainability performance
Investors	Conference calls, analyst meetings, and investor conferences	Identifying potential investors and presenting financial and non-financial key performance indicators, creating transparency regarding sustainability requirements	Setting priorities and measures to improve positioning in ESG ratings
Associations	Participation in committees and working groups, initiatives and association memberships	Developing industry standards, understanding the views of employee representative bodies	Updating internal regulations, action plans
Universities and research institutes	Collaborations, lectures, dialogue events, trade fairs	Developing innovations, talent acquisition	Pilot projects
Policymakers	Contact for questions from policymakers, involvement in committees organized by governments or ministries, dialogue events, one-on-one talks	Taking a stand on technical feasibility and impact on society	Adapting market strategies, creating value and mitigating risk through compliance
Local stakeholders	Local community talks, plant visits, donations	Dealing with concerns, questions and feedback, strengthening local initiatives	Support for local initiatives
Civil society and NGOs	Dialogue events, answering questions, collaborations, donations	Dealing with concerns, questions and feedback, strengthening initiatives	Support for initiatives, collaborations

Double Materiality Assessment

As a leading global supplier of technology and services, Bosch operates in a large number of markets around the world. Directly or indirectly, our operations affect the interests of a wide range of stakeholders. To parse out what these interests are and take account of them in our activities, we actively seek to enter into dialogue with our stakeholders (see T 02).

As part of our double materiality assessment, we have identified the material sustainability topics for the 2025 fiscal year that could have a significant impact on Bosch's business development as well as on people and the environment. Here, we followed the current requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The assessment covers our global activities and the entire value chain. The process was repeated after the first implementation in 2024 and remained methodologically unchanged. It comprises the following stages:

G 05

Overview of the value chain

Business sectors of the Bosch Group: Mobility, Industrial Technology, Consumer Goods and Energy and Building Technology

Upstream stages of value chain	Own operations	Downstream stages of value chain
Raw materials extraction and refinement Extraction and processing of the materials required for the manufacture of components and products	**Research and development** Development of new technologies and product solutions	**Distribution and sales** Delivery of products to retailers, OEMs and end customers
Purchase of semi-finished products and components Procurement and processing of components by suppliers	**Manufacturing** Manufacturing of components and end products	**Product use** Use of products and services in vehicles, households or industrial applications
Service and development partnerships Cooperation with partners for specialized services and joint product development	**Internal logistics** Transportation and storage within the company network	**Maintenance, repair and service** Services to extend product service life
Transport and external logistics Transportation of raw materials and semi-finished products to the production locations	**Marketing and distribution** Marketing and sale of products via various channels	**End-of-life and recycling** Taking back, recycling or environmentally compatible disposal of products at the end of their life cycle
	Administration and other corporate functions Management of the company	

Material and immaterial resources

▶ Determination of the scope of topics: Identification of potential material impacts, risks and opportunities

The starting point for our assessment was the ESRS 1, AR 16 list of sustainability topics. In the first step, this was based on the global business activities of the Bosch Group and its entire value chain for the 2025 fiscal year. The value chain was divided into upstream stages of value chain, the company's own operations and downstream stages of value chain (see G 05). Qualitative and quantitative assessments of the activities, business relationships and products along this value chain were carried out to identify potential impacts, risks and opportunities (IROs). We took into account relevant sectors and typical production processes as well as geographical risk areas.

▶ Assessing the impacts, risks and opportunities

When assessing the impacts, a systematic link to our established due diligence processes was ensured. The impacts determined as part of the due diligence obligations relating to human rights and the environment are integrated into the materiality assessment on an annual basis. The assessment was based on the criteria "severity" and "likelihood". The severity of an impact is defined as a combination of "scale", "scope" and "irremediability". These parameters correspond to the methodology of our assessment of human rights and environment-related risks. The results were classified on a scale from 0 (very low) to 100 (critical), with a materiality threshold of ≥ 40.

For financial materiality, the magnitude of the financial effects (in million euros EBIT) and the likelihood of occurrence (in percent) of the identified risks and opportunities were assessed. For short and medium-term financial effects, a quantitative assessment with a threshold value of ≥ 50 million euros EBIT was defined as material. Long-term risks and opportunities were assessed qualitatively (see also "About this report"). The assessment and prioritization of sustainability risks and opportunities follow the methods of Group-wide risk management.

▸ Stakeholder engagement

To ensure a comprehensive and balanced perspective, the double materiality assessment integrates the views of our stakeholders through various channels:

Due diligence processes: Findings that we obtain from our processes for complying with human rights and environmental due diligence obligations and via the established reporting channels are incorporated into the identification and assessment of potential and actual impacts and ensure that the concerns of affected stakeholders are addressed.

Internal expert and management assessment: The responsible departments are in dialogue with their respective stakeholders and carry out the identification and evaluation of the IROs. This is how their practical expertise is incorporated into the analysis.

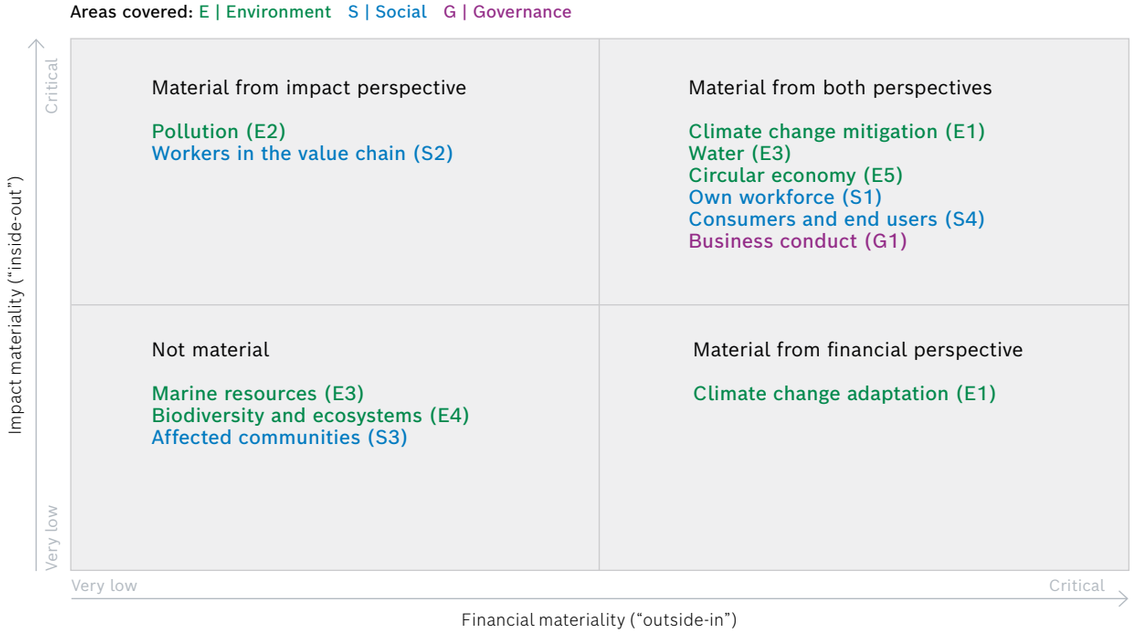
External stakeholder dialogue: The preliminary assessment results are discussed annually at a round table event with external stakeholders and experts. Feedback from representatives of the combined works council, civil society and NGOs, associations, universities and research institutions, customers and other business partners is incorporated into the final assessment. The findings are also used to further develop and improve the content of our assessment processes and methods.

▸ Confirmation by the board of management

The results of the double materiality assessment for the 2025 fiscal year were reviewed by the corporate sustainability board and finally confirmed by the members. There were no material changes compared to the assessment results from 2024.

G 06

Results of the double materiality assessment



The topics inside the quadrants are listed according to their mention in the ESRS, so conclusions cannot be drawn from the order with regard to the relevance of the individual topics. The aggregated presentation of the topics is based on an assessment at the level of the sub-topics.

Material sustainability topics

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]
Climate action and climate change adaptation Further information in the "Climate action" section	
Bosch releases GHG emissions worldwide through processes in its own operations (scope 1 & 2) and thus contributes to climate change. | S	○ ● ○
The processes upstream and downstream of the manufacture of our own products generate GHG emissions worldwide, through which Bosch contributes to climate change. This also applies to emissions generated during the use of our products (scope 3). | S	● ○ ●
If the expectations of stakeholders regarding the reduction of GHG emissions are not met, there is a risk of reputational damage, which can also have a financial impact. | S	€ € €
New or changing regulatory requirements worldwide – such as CO_2-related taxes – may require adjustments to products and technologies and therefore lead to higher costs. | S	○ € €
Reducing scope 3 emissions can lead to competitive advantages and strengthen Bosch's reputation. | L	€ ○ €
Extreme weather events can disrupt processes along the value chain and lead to production and delivery stoppages, breaches of contract or loss of sales. | S	€ € ○

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]
Circular economy Further information in the "Circular economy" section	
Bosch's activities to promote the circular economy can help to reduce primary material consumption, waste volumes and GHG emissions along the value chain. | S	◑ ◑ ◑
Improper handling and disposal of hazardous waste at Bosch production locations can lead to soil, water and air pollution. | S	○ ◑ ○
New regulatory requirements to promote the circular economy may require investment in new technologies and increase production costs. | L	€ € €
Innovation, research and development with regard to circular economy activities can open up financial opportunities and competitive advantages for Bosch. | S	€ € €
Opportunities and financial benefits can arise from increasing the resilience of the supply chain through circular economy activities and the use of alternative raw material sources. | S	€ ○ ○
Recycling production waste can reduce material costs and generate additional revenue from the sale of materials. | S	○ € ○

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks € and opportunities €.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]
Water[9]	
Further information in the "Water" section	
Excessive water withdrawal at our own production locations can limit the availability of water and, particularly in areas with high water stress, lead to damage to ecosystems. | S	○ ◑ ○
Excessive water withdrawal in the supply chain can limit the availability of water and, particularly in areas with high water stress, lead to damage to ecosystems. | S	◑ ○ ○
If own production processes are dependent on water, a potential water shortage can limit production capacity. Delays in delivery and loss of sales can be the result. | L	○ € ○
Pollution	
Further information in the "Other environmental impacts" section	
The unintentional release of pollutants at Bosch production locations (e.g. due to leaks) can lead to local limits being exceeded and to air, water and soil pollution. | S	○ ◑ ○
The unintentional release of pollutants in upstream production processes (e.g. due to leaks) further down the supply chain can lead to local limits being exceeded and to air, water and soil pollution. | S	◑ ○ ○
Improper use of such substances and materials at our own sites can lead to the release of SoCs/SVHCs[10] and thus to environmental pollution. | S	○ ◑ ○
Improper use of such substances and materials in upstream production processes further down the supply chain and improper product disposal can lead to the release of SoCs/SVHCs and thus to environmental pollution. | S	◑ ○ ◑
The improper use and disposal of products containing SoCs/SVHCs can lead to reputational damage with corresponding financial effects as well as fines due to environmental pollution. | S	○ ○ €

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]
Own workforce	
Further information in the "Bosch as an employer" section	
Attractive working conditions, such as remuneration in line with the market and individual working time models, contribute to job satisfaction. | S	○ ● ○
The training and development of associates worldwide improves qualifications, enables individual development and contributes to long-term employability. | S	○ ● ○
Promoting diversity, equity and inclusion supports a sense of belonging and boosts the motivation and job satisfaction of associates. | S	○ ● ○
Any type of violence or discrimination based on individual characteristics such as origin, orientation, gender or political opinion has a negative impact on the well-being of associates. | S	○ ◑ ○
Restrictions on freedom of association can impair social dialogue within the company and go hand in hand with poorer working conditions and a decline in the well-being of associates. | S	○ ◑ ○
Cases of forced and child labor can cause considerable harm to those affected. | S	○ ◑ ○
If occupational health and safety regulations are not sufficiently observed or are violated, this can lead to work-related accidents with serious health consequences and even fatalities. | S	○ ● ○
If occupational health and safety regulations are insufficiently observed or violated, this can lead to the health and safety of associates being impaired. | S	○ ◑ ○
Weaknesses in processes to ensure data protection and individual misconduct can lead to the privacy of associates being violated. | S	○ ◑ ○
Breaches in the protection of associates' personal data can result in fines and reputational damage. | S	○ € ○

[9] Marine resources are not considered material.
[10] Substances of Concern and Substances of Very High Concern

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks € and opportunities €.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]
Workers in the value chain Further information in the "Complying with due diligence obligations relating to human rights and the environment" section	
If occupational health and safety regulations are insufficiently observed or violated, this can lead to the health and safety of workers in the direct supply chain being impaired. | S	◑ ○ ○
Poor working conditions, a lack of equal opportunities or other human rights violations further down the supply chain can have a negative impact on workers. | S	◑ ○ ○
Consumers and end users Further information in the "Responsibility to customers" section	
Inadequate product safety information or safety failures due to process weaknesses or individual misconduct can affect the health and safety of consumers and end users. | S	○ ○ ◑
Weaknesses in processes to ensure data protection and individual misconduct can lead to the privacy of consumers and end users being violated. | S	○ ○ ◑
Data protection violations can result in fines and reputational damage. | S	○ ○ €
Business conduct Further information in the "Compliance" section	
Living a corporate culture, which is based on ethical principles, creates an appreciative working environment and strengthens the sense of belonging and motivation of associates to act responsibly. | S	○ ● ○
Serious compliance incidents such as corruption, bribery or fraud can result in high legal costs, claims for damages, sanctions and considerable reputational damage. | S	€ € €
A breach of obligations to protect whistleblowers can trigger sanctions and cause considerable reputational damage. | S	€ € €

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks € and opportunities €.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Risk management

The dimensions of the sustainability strategy are replicated in the Bosch Group's risk management system. Risk management encompasses the entire company, including all essential operations, functions, divisions, and business sectors. The Bosch Group's risk management system is based on the ISO 31000 and COSO III (ERM) standards, as well as IDW PS 340. It comprises the systematic detection and tracking of relevant risks and, where necessary, identification and monitoring of measures to manage these risks. The Risk Management corporate office has the task of continuously refining the system.

A Group directive on risk management sets out the principles and responsibilities. Reporting to the audit committee of the supervisory board is anchored in the regulation. The head of the Sustainability and EHS corporate department reports twice a year to the Risk and Internal Control Committee on the material sustainability risks. Bosch uses an internal control system, which is also regulated in a Group directive, for the transparent, rule-based handling of material systematic risks.

For further information and a description of material risks, see the 2025 annual report, page 61 et seq. The material antitrust and legal risks are also described there.

Sustainability culture

The Bosch value "responsibility and sustainability" has always characterized our entrepreneurial activity and is an integral part of our mission statement "Be#LikeABosch". For Bosch, it is key to involve as many associates as possible in sustainability management. Each and every one at Bosch is called upon to contribute and advance sustainability in their individual sphere of influence. In this way, we strengthen sustainability as a shared basic attitude within the company – supported by the behavior of all associates. Specific impetus is provided in seven action areas (see G 07).

The following measures are examples of our activities in 2025:

▸ Annual recognition of outstanding commitment

The "World Tour of Sustainability" livestream event has been held annually since 2023. In 2025, the one-day event focused on more than 40 sustainability initiatives, activities, and projects, which were promoted by teams from around the globe. Apart from project presentations and information on Bosch's sustainability strategy, a special item featured on the agenda was the announcement of the winning teams of the "Sustainability, Environment, Health, and Safety Award." The award honors outstanding projects each year in the categories "CO_2 and energy efficiency," "resource efficiency," "sustainable products," "occupational safety" and "sustainability culture." The award-winning projects range from process improvements in powder coating, improved packaging for displays, energy-efficient products made from CO_2-reduced materials and increased safety in logistics to campaigns to strengthen the culture of sustainability among associates. The 222 total applications submitted reflect the high level of motivation among associates to contribute to greater sustainability. In 2025, over 1,500 associates took part in the livestream event.

▸ Sustainability activities at Bosch locations worldwide

Events took place again at various locations in 2025 to put the spotlight on the topic of sustainability in the company. For the third year in a row, Bosch Japan dedicated an entire week to raising awareness of and commitment to sustainability. Under the motto "Collaboration", teams, departments and external partners came together virtually and in person at various locations to share knowledge and work together on sustainable solutions.

Highlights included joint sessions with external start-ups, best-practice presentations at Bosch plants in Japan, the practical Climate Fresk workshop on climate change, hybrid learning sessions at headquarters and in the plants, and sustainability-oriented canteen meals. Around 1,000 associates took part in the Sustainability Week.

G 07

Seven action areas for embedding sustainability culture

Graphic based on: Network for Business Sustainability (2010) and Majka Baur (2016)

Climate Fresk workshops – working together as a team to combat climate change

Since 2021, around 4,400 associates have attended Climate Fresk workshops to learn about the background and effects of climate change. Almost 350 moderators were trained in advance to embark on a collaborative journey together with the participating teams. The aim is for the participants to jointly identify the effects of climate change on their business environment and to be able to take the resulting opportunities and risks into account in their decisions.

Climate Fresk workshops are characterized by interaction, cooperation and mutual networking. The corresponding concept was developed by a French non-governmental organization and is available to citizens, public institutions and companies under a Creative Commons license.

Commitment and cooperation
We want to make a relevant contribution to overcoming global social challenges, which is why we are involved in numerous initiatives. For instance, Robert Bosch GmbH has been a member of the United Nations Global Compact since 2004 and is committed to its globally applicable principles concerning human rights, labor standards, environmental protection, and anti-corruption. With this publication, we fulfill the related requirement to report on relevant progress we made in 2025 in these areas. Bosch is also a founding member of UN Global Compact Netzwerk Deutschland e.V.

We are active in a large number of other sustainability-related initiatives though memberships – including Transparency International Deutschland e.V. which we have been supporting as a corporate member since 1995. In addition, we are active on the executive board of econsense – Forum Nachhaltige Entwicklung der Deutschen Wirtschaft e.V. (Forum for Sustainable Development of German Business). Other memberships and collaborations are presented in the environmental, social and corporate governance sections in their respective specialist contexts.

Bosch also supports the United Nations Sustainable Development Goals (SDG) adopted in 2015. Accordingly, we regularly benchmark our sustainability activities against the 17 SDGs (see T 01).

Social involvement

We see ourselves as a corporate citizen and engage actively in society, also beyond the scope of our own business activities. Through our charitable donations, for example, we chiefly support initiatives in the following areas:

- **Living sustainably**
  Citizen projects promoting climate action in everyday life,

- **Education for the high-tech world**
  Projects to develop socially disadvantaged children and young people's skills for technological change,

- **Social cohesion**
  Projects strengthening democracy and tolerance, especially at Bosch sites,

- **Emergency aid in disaster situations**
  Donations to aid organizations and people on the ground, especially when catchment areas around Bosch sites are affected.

Our social involvement in the form of donations is handled by the operating units in the countries in question. In the reporting year, the Bosch Group donated 24.5 million euros worldwide (prior year: 25.8 million euros) to charitable causes, including donations in kind. Internal company regulations set out corresponding principles, assessment criteria, and responsibilities. Depending on the amount involved, either the management of the operating units or the members of Robert Bosch GmbH's board of management decide how the funds raised should be spent. All donation transactions must be documented in writing. In addition, the people responsible keep an annual ledger of donations that is accessible for audit purposes. At a minimum, this ledger must indicate the group of recipients and the amount of the donation, along with the reasons for the donation and the date on which confirmation of receipt was received.

Bosch is not only financially active at many of its locations, but also through the volunteer work of its associates locally. In some countries, dedicated non-profit institutions engage in corporate social responsibility activities. Such institutions are usually active in the vicinity of company locations and concentrate on country-specific priorities.

Instituto Robert Bosch
Since 1971, the Brazilian institute has been promoting the development of young people from socially disadvantaged backgrounds through socio-emotional and vocational training. The aim is to open up paths to social autonomy for young people with programs such as mentoring, language lessons and career guidance.

Bosch China Charity Center
Founded in 2011, the Bosch China Charity Center (BCCC) coordinates the social initiatives of our locations and the commitment of our associates in China. With the guiding principle "Charity for A Better Life", the center focuses on projects in the areas of promoting education, combating poverty, promoting the community and philanthropy.

Bosch India Foundation

The Bosch India Foundation – founded in 2008 – aims to create self-sufficient communities through sustainable development. The thematic priorities include skills development, sustainable mobility, water conservation, reforestation, promoting education, access to basic healthcare and community development. The regional foundation serves a broad spectrum of volunteer activities, ranging from environmental projects to mentoring programs.

Bosch Community Fund

The Bosch Community Fund, Bosch's regional corporate foundation in North America, was established in 2011. By awarding grants to various organizations and educational institutions at 39 Bosch locations, the foundation particularly supports education in the STEM subjects (sciences, technology, engineering and mathematics) as well as initiatives for environmental sustainability.

Fundación Robert Bosch México

Since 2016, Fundación Robert Bosch Mexico has been committed to the education of socially disadvantaged children and young people, with a particular focus on STEM disciplines and language acquisition. To this end, the regional foundation provides infrastructure and equipment for schools, awards scholarships and promotes the development of basic competencies and abilities. Numerous volunteers inside and outside the company support this commitment. The programs are implemented in cooperation with public schools and recognized non-profit educational organizations.

Fundația Bosch Romania

Since 2020, the regional foundation has been committed to promoting social responsibility and striving to bring about positive change for the disadvantaged and society as a whole. Its initiatives include education, social projects, emergency aid, environmental protection and health.

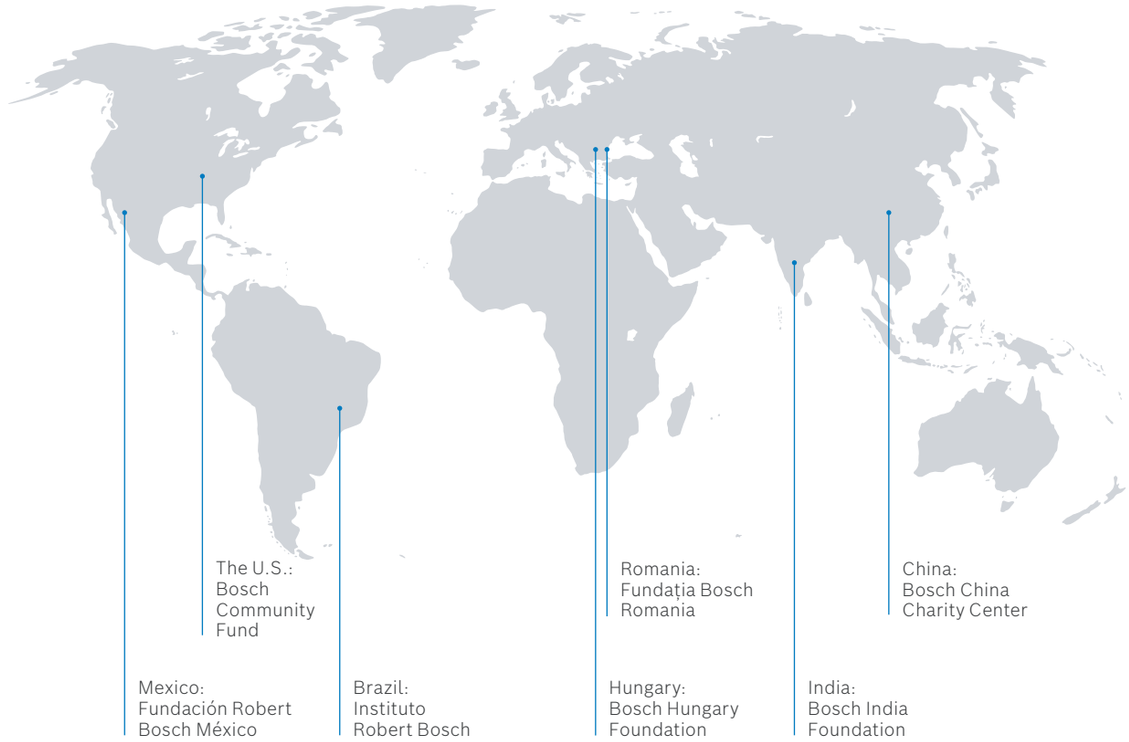
Bosch Hungary Foundation

Established in 2024, the regional foundation focuses on promoting education, science and research, supporting socially disadvantaged groups and developing medical care in Hungary. The projects focus on promoting education in the STEM subjects, music lessons for children and scholarships for talented young people.

As an independent, not-for-profit foundation, Robert Bosch Stiftung GmbH demonstrates its commitment to society worldwide by supporting or implementing innovative and lighthouse projects (for more information, see the 2025 annual report, page 29 et seq.).

G 08

Bosch's non-profit institutions



ENVIRONMENT

Environment

Bosch’s activities should have as little impact on the environment as possible. Through targeted measures, we aim to protect the climate, save water, especially where it is scarce, and strengthen the circular economy.

As a globally operating company, Bosch's business activities impact the environment in various ways. We have assessed our potential and actual negative and positive impacts as well as risks and opportunities (IROs) in connection with sustainability – as explained in the section “Double materiality assessment”. The material IROs and a summary of the associated regulations, measures, key figures and targets are described in more detail in the following chapters.

Regulations

Impacts on the environment arise both in our own operations and in the upstream and downstream stages of the value chain. Our approach is to avoid or reduce negative environmental impacts wherever possible. Company-wide regulations cover the IROs identified as material in the areas of climate action, circular economy and water as well as with regard to other environmental impacts. Regulations relating to specific environmental issues are presented in the corresponding chapters.

The “Principles of organization and content for sustainability and EHS” (Environment, Health, Safety), which are binding for the Bosch Corporate Group as an internal central directive, serve as a central set of rules. The regulations formulated therein aim to avoid risks to people and the environment along the entire value chain, to keep impact on the environment as low as possible, use resources sparingly and respect human rights in the interests of responsible, sustainable corporate governance. Associates must be made aware accordingly by the site management.

We draw the attention of our business partners to topics as part of campaigns, for example through webinars.

The annexes and standards associated with the central directive deal with the topics of environmental protection, climate action, water consumption and quality, air quality and soil quality, materials and disposal, substances of concern and environmentally compatible product development (Design for Environment). The implementation of external certifications in accordance with ISO 14001 and ISO 45001 is also anchored therein.

In general, we intend to have all relevant locations[11] operating with certified environmental management systems. In total, 94 percent of our relevant production locations and development locations currently operate an environmental management system, which in most cases (98 percent) is certified according to the ISO 14001 standard. Similarly, 94 percent of the energy management systems used are certified to ISO 50001 (see also T 04).

T 04

Environmental and energy management systems

Bosch Group 2023–2025

	2023	2024	2025
Production locations and development locations[11]	**247**	**252**	**257**
Environmental management system implemented according to ISO 14001	240	244	242
Environmental management system certified according to ISO 14001	235	240	237
Energy management system implemented according to ISO 50001	66	69	97
Energy management system certified according to ISO 50001	60	62	91

Bosch records EHS data, such as information on environmental and energy management systems, worldwide via an internal IT system.

[11] All production locations and development locations (with material responsibility) with more than 50 associates that have been included in the consolidated group for more than three years are considered relevant for the disclosures on environmental and energy management systems.

Bosch has clearly defined environmental criteria for the design, planning, and acquisition or construction of facilities, machinery, and manufacturing equipment, for example with regard to energy efficiency and the use of renewable energy sources. These criteria are also taken into account in the selection process for new locations.

Bosch's occupational safety and environmental protection policy is set out in the publicly available Guidelines of Work Safety and Environmental Protection which apply throughout the Bosch Corporate Group. We have also clearly formulated our expectations of our associates and business partners in corresponding codes.[12]

The Code of Conduct is an integral component of our corporate culture and provides guidance for our daily actions. It describes how we reduce our impact on the environment along the entire value chain and addresses topics such as energy efficiency, the use of renewable energies, the careful use of water, the efficient use of resources and the handling of waste. The Code of Conduct applies to all associates of the Bosch Corporate Group.

The Bosch Code of Conduct for Business Partners obliges business partners of the Bosch Corporate Group to comply with social and environmental standards. The Code of Conduct covers environmental standards in the following areas: environmental protection, climate action, water consumption and quality, air quality and soil quality, materials and disposal, and substances of concern.

The environmental and social standards and processes described are based on the ten principles of the United Nations Global Compact, the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Further directives in this context are our Declaration of Principles on Human Rights in the Bosch Group as well as internal regulations on corporate responsibility in the supply chain (see "Complying with due diligence obligations relating to human rights and the environment | Risk management for implementing corporate due diligence obligations").

We use the Bosch Corporate Group's risk management system and internal control system to manage the material risks identified (for more information, see "Strategy and management | Risk management").

Environmental analyses

As part of our annual internal environmental impact and risk analyses, we assess all reportable locations[13] with regard to negative environmental impacts defined by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) as drivers of biodiversity loss and ecosystem change.

The assessments are based on the guidelines for nature-related objectives developed by the Science Based Targets Network (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD). For the climate-related assessment of acute and long-term physical risks, we use the MunichRe Risk Suite in accordance with the requirements of the Task Force on Climate-related Financial Disclosures (TCFD). For our water-, pollution-, and biodiversity-related assessments, we rely on geodata from the WWF Water Risk Filter, the WWF Biodiversity Risk Filter and the Integrated Biodiversity Assessment Tool.

We have identified climate change, water use and environmental pollution as the material environmental impacts of the Bosch Group. The material risks that can arise from dependencies on ecosystem services are insufficient water availability at locations with water-intensive production processes and a lack of protection against physical climate risks such as extreme weather events. No other material nature-related impacts and risks with potential consequences for biodiversity and ecosystems were identified.

Derived measures are tailored to the site-specific conditions and production processes. We distinguish between measures to mitigate impacts (mitigation) and activities for adapting the company to the changed framework conditions (adaptation).

[12] The company BSH Hausgeräte GmbH has developed its own Code of Conduct for associates and its own Code of Conduct for Suppliers.

[13] Reportable locations are all production locations and development locations (with material responsibility) with more than 50 associates as well as other sites with more than 100 associates.

Climate action

T 05

Material sustainability topics: Climate action and climate change adaptation

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations for the management of the IROs	Measures	Targets	Key figures
Bosch releases GHG emissions worldwide through processes in its own operations (scope 1 & 2) and thus contributes to climate change. | S	○ ● ○	▸ Code of Conduct ▸ Guidelines of Work Safety and Environmental Protection ▸ Declaration of principles on human rights ▸ Principles of the organization and content on sustainability and EHS	▸ Use of environmental and energy management systems ▸ Improving energy efficiency ▸ Promotion of new clean power ▸ Use of green electricity	Reduction of absolute scope 1 & 2 CO_2 emissions by 85 percent by 2030 (baseline year 2018)	T 04, T 06, T 07, T 08, T 10, G 09, G 10, G 11
The processes upstream and downstream of the manufacture of our own products generate GHG emissions worldwide, through which Bosch contributes to climate change. This also applies to emissions generated during the use of our products (scope 3). | S	● ○ ●	▸ Code of Conduct for Business Partners ▸ Declaration of principles on human rights ▸ Corporate environmental responsibility in the supply chain ▸ Corporate social responsibility in the supply chain	▸ Target agreements with suppliers ▸ Reducing air cargo, optimizing of freight and improving packaging design ▸ Increasing energy efficiency and optimizing the Bosch product portfolio	Reducing absolute scope 3 CO_2 emissions by 30 percent by 2030 (baseline year 2018)	T 06, T 11, G 12
Reducing scope 3 emissions can lead to competitive advantages and strengthen Bosch's reputation. | L	€ ○ €				
If the expectations of stakeholders regarding the reduction of GHG emissions are not met, there is a risk of reputational damage, which can also have a financial impact. | S	€ € €	▸ Risk Management System (RMS) of the Bosch Corporate Group ▸ Internal Control System (ICS) of the Bosch Corporate Group	▸ Treatment of risks in accordance with the RMS and ICS procedures		
New or changing regulatory requirements worldwide – such as CO_2-related taxes – may require adjustments to products and technologies and therefore lead to higher costs. | S	○ € €				
Extreme weather events can disrupt processes along the value chain and lead to production and delivery stoppages, breaches of contract or loss of sales. | S	€ € ○				

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks G and opportunities G.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Risks and opportunities against the backdrop of climate change

With the annual assessment of the risks and opportunities that climate change poses for Bosch, we are guided by the specifications of the Task Force on Climate-related Financial Disclosures (TCFD) to help us identify transition and physical risks in particular. Transition risks in the divisions are taken into account in short-, medium- and long-term time horizons (for the definition, see "About this report"). The assessment of physical risks covers all reportable locations and, as well as the current situation, looks at the time horizons 2030, 2050 and, for selected indicators, 2100.

In addition to the geographical location and likelihood, the analysis also takes into account the duration and financial impact of the risks. To determine the amount of financial loss, we use the location classification, which is also used in our business continuity management. The focus is on both acute risks and long-term climate risks. In the supply chain, the focus is on climate risks that can arise in connection with the four focus materials steel, aluminum, copper, and plastics.

Identified risks are recorded in the Bosch Corporate Group's risk management system and, if necessary, mitigated with appropriate measures or internal controls (see also "Strategy and management | Risk management"). The member of the board of management responsible for sustainability has ultimate responsibility for managing the identified risks and opportunities of climate change.

The assessment is based on the scenarios of the International Energy Agency (IEA NZE 2050), the Intergovernmental Panel on Climate Change (RCP3.4/SSP2, RCP8.5/SSP5), and the energy scenarios of the Bosch Research and Advance Engineering corporate sector. The internal climate change report, which is produced every two years, also plays a central role in this context. The material physical and transition risks and the opportunities identified are listed in a table (see T 05). To manage the respective risks and opportunities, the individual divisions use the results of the risk assessment for market forecasts and incorporate them in specific plans.

Climate action strategy

Counteracting climate change is a task for society as a whole. We see this not only as an obligation for our company, but also as an opportunity to contribute to protecting the climate with innovative solutions and technologies, and thus creating a competitive advantage for ourselves. We have therefore anchored the topic of climate action in our sustainability vision.

We support the United Nations 2015 Paris Agreement on climate action and the target formulated therein of limiting global warming to as close to 1.5 degrees Celsius as possible. This aspiration also shapes our climate targets, which have been confirmed by the SBTi for the 1.5-degree pathway.[14] This means that Bosch has science-based climate targets for the entire value chain. In 2025, our climate action activities were rated "A" by CDP for the second time in a row.

[14] Robert Bosch GmbH's entry in the Science Based Targets initiative's Target Dashboard.

T 06

Climate action targets of the Bosch Group

Target	Target year	Target value	Unit	Baseline year	Baseline value	2024	2025
Reduction of absolute scope 1 & 2 CO_2 emissions by 85 percent by 2030 (baseline year 2018)	2030	0.489	Million tons of CO_2	2018	3.259	0.531	0.511
Reducing absolute scope 3 CO_2 emissions by 30 percent by 2030 (baseline year 2018)	2030	328.3	Million tons of CO_2	2018	468.9	312.2	311.1

The voluntary climate action targets set by the Bosch Group and the underlying methodology are validated by the SBTi in accordance with the cross-industry decarbonization pathway of the "SBTi Corporate Near-Term Criteria, Version 5.2" for the 1.5°C pathway (scope 1 & 2) and are based on conclusive scientific evidence. The transformation path is based on the "IEA Net Zero Emissions by 2050 Scenario", which assumes progressive decarbonization of the energy sector, improved energy efficiency and the use of low-carbon technologies. Bosch supplements the scenarios with additional climate paths as part of a sensitivity analysis.

The target for reducing scope 1 & 2 CO_2 emissions covers all reportable locations. Bosch calculates the scope 1 and 2 greenhouse gas emissions using the standards of the International Energy Agency (IEA, Emission Factors 2022), and the Intergovernmental Panel on Climate Change (IPCC). The presentation has been market-based since 2020. Important assumptions include continued access to renewable energies, technological advances (e.g. electric boilers, biogas plants) and stable regulatory framework conditions. The data and methods used to estimate the reduction paths are in line with current best practices.

Our scope 3 CO_2 emissions are calculated annually in all categories in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and subjected to external certification. Material scope 3 emissions that are relevant for control and reporting purposes fall into the categories 1 "Purchased goods and services", 2 "Capital goods", 4 "Upstream transport and distribution", 9 "Downstream transport and distribution" and 11 "Use of sold products". Our scope 3 target covers the material categories. The target applies globally to all markets. Important assumptions include the continuous involvement of suppliers, the further development of individual products and the product portfolio, the environmentally friendly redesign of packaging and the further improvement of logistics. To further improve data quality, the calculation of scope 3 emissions was revised in 2025, and the baseline and target values were adjusted accordingly.

Bosch is pursuing the target of reducing its scope 1 & 2 CO_2 emissions by 85 percent by 2030 (baseline year 2018).[15]

[15] Scope 1, 2, 3 are used in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. We have taken into account the effects of both CO_2 and of other greenhouse gases, as well as climate-relevant substances, to the extent that these are of relevance for the analysis. To enable comparability between the climate impact of the various greenhouse gases and substances of relevance for the climate, emissions are presented in CO_2 equivalents. For ease of reading, we use the terms CO_2 and CO_2 equivalents synonymously.

In 2025, Bosch emitted around 554,900 tons of CO_2. This represents a reduction of approximately 83 percent compared to the 2018 baseline.

With its more than 470 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2). Four levers were used to achieve carbon neutrality: increasing energy efficiency, generating our own energy from renewable sources (new clean power), purchasing electricity from renewable sources (green electricity), and – as the last resort – offsetting residual CO_2 emissions with carbon credits. In 2025, residual emissions of roughly 554,900 metric tons of CO_2 were offset by carbon credits (prior year: 531,300 metric tons of CO_2). The increase of CO_2 emissions compared to the previous year is due to 20 locations that have been added to the Home Comfort (HC) division as reportable Bosch sites[16] since August 2025 as a result of the acquisition of the heating, ventilation and air conditioning business for residential and small commercial buildings from Johnson Controls and the Johnson Controls-Hitachi Air Conditioning joint venture (hereinafter: HC acquisition)[17].

At the same time, we also want to reduce emissions produced outside Bosch's direct sphere of influence (scope 3), for example at suppliers, in logistics, or when our products are used. Our aim is to reduce these upstream and downstream emissions by 30 percent in absolute terms by 2030, compared with the baseline year 2018 – irrespective of our company's growth.

The corporate sustainability board is the central body for target management in climate action and convenes twice a year. It makes decisions on implementing the climate action strategy (scope 1, 2, 3) and manages implementation of the adopted action plans (see chapter "Strategy and management | Regulations and organization").

Emissions from own operations (scope 1 & 2)

Bosch requires energy primarily in the form of electrical power for manufacturing plants and machinery, and in the form of thermal energy to heat and air-condition buildings.

Around 74 percent of total energy demand stems from renewable energy sources including purchased green electricity[18] (prior year: 73 percent). While the consumption of purchased energy (scope 2) accounts for most of our energy demand, the majority of CO_2 emissions are generated by stationary combustion, primarily through heat generation (scope 1). The increase in gray energy compared to the previous year is due to the locations that have been added as Bosch sites since August 2025 as a result of the HC acquisition.

T 07

Energy demand

Bosch Group incl. HC acquisition 2025, in GWh

	✓ 2025
Bosch Group incl. HC acquisition	**7,628**
Natural gas	1,105
Heating oil	55
LPG	31
Coke/coal	0
Renewable energy	439
Other (e.g. gasoline, diesel)	507
Direct energy	**2,138**
Electricity	5,302
thereof green electricity	5,221
District heat, steam, cooling energy	188
Indirect energy (purchased)	**5,489**

Bosch Group without HC acquisition 2023–2025, in GWh

	2023	2024	✓ 2025
Bosch Group without HC acquisition	**7,537**	**7,517**	**7,510**
Natural gas	1,132	1,085	1,072
Heating oil	57	81	54
LPG	36	35	30
Coke/coal	101	36	0
Renewable energy	156	318	435
Other (e.g. gasoline, diesel)	512	531	504
Direct energy	**1,993**	**2,086**	**2,096**
Electricity	5,323	5,231	5,228
thereof green electricity	5,250	5,206	5,216
District heat, steam, cooling energy	221	200	186
Indirect energy (purchased)	**5,544**	**5,431**	**5,414**

✓ Bosch records EHS data such as the energy demand worldwide via an internal IT system and reports the results in aggregated form. For the calculation of energy consumption, reportable locations provide data that is mainly based on information from supplier invoices and meter readings. If no consumption data is available, consumption is determined on the basis of reference values derived from actual data.

Total energy consumption for own operations includes fuel consumption at the locations, fuel consumption in owned and leased vehicles and the use of purchased and self-generated energy (including electricity, heating and cooling). Each company in the Group reports energy consumption data by energy type. Fuel consumption at the sites and by vehicles is divided into fossil fuels – such as oil and petroleum products, natural gas, liquefied petroleum gas (LPG) and other fossil sources – and renewable fuels (such as ethanol).

The energy purchased is divided into renewable (with certificates) and non-renewable (without certificates). Self-generated renewable energy comes from photovoltaic systems and a hydroelectric power plant. The lower heating values are used to convert fuel consumption into energy. The Group procures its renewable electricity via guarantees of origin (GOs), renewable energy certificates (RECs) and long-term power purchasing agreements (PPAs). Energy that is purchased and then resold is not included in the energy consumption data.

Green electricity is electrical energy from wind and hydropower, photovoltaics, geothermal energy, tidal technology and biomass, provided it meets the requirements of Article 29 (2-7) of Directive (EU) 2018/2001 (RED ii). Electricity from biogas and landfill gas, including from organic waste, is also considered green electricity. Nuclear power or waste incineration, on the other hand, are not regarded as renewable energy sources. ✓

[16] Reportable locations are all production locations and development locations (with material responsibility) with more than 50 associates as well as other sites with more than 100 associates.
[17] For details of the HC acquisition, see "About the report"
[18] For a definition of green electricity, see T 07

T 08

Greenhouse gas emissions (scope 1 & 2)

Bosch Group incl. HC acquisition 2025, in 1,000 tons of CO_2e

	✓ 2025
Bosch Group incl. HC acquisition with carbon offsets	**0**
Carbon offsets	555
Bosch Group incl. HC acquisition	**555**
Manufacturing	251
Vehicle fleet	128
Volatile GHG	83
Scope 1	**461**
Electricity	36
District heat, steam, cooling energy	58
Scope 2	**94**

Bosch Group without HC acquisition 2023–2025, in 1,000 tons of CO_2e

	2023	2024	✓ 2025
Bosch Group without HC acquisition with carbon offsets	**0**	**0**	**0**
Carbon offsets	581	531	511
Bosch Group without HC acquisition	**581**	**531**	**511**
Manufacturing	295	269	243
Vehicle fleet	129	135	127
Volatile GHG	77	57	80
Scope 1	**501**	**460**	**450**
Electricity	15	9	4
District heating, steam, cooling energy	65	63	57
Scope 2	**80**	**71**	**61**

✓ Bosch calculates the scope 1 and 2 greenhouse gas emissions using the standards of the International Energy Agency (IEA, Emission Factors 2022), and the Intergovernmental Panel on Climate Change (IPCC). In 2020, we switched to a market-based presentation. Previously, we had used the location-based approach (up to and including 2019). The IEA factors are generally used to calculate scope 2 emissions for electricity and heat from non-renewable sources if no data is available from the supplier. An emission factor of 0 t/MWh is used for green electricity. In the calculation, we concentrate on the greenhouse gas CO_2, CH_4 und NO_x as well as on emitted process gases and hydrofluorocarbons (HFCs). An internal analysis has shown that Bosch does not produce or emit any other greenhouse gases to any material extent that would be subject to disclosure requirements. This also applies to greenhouse gases that are locked in products or key assets. ✓

In 2025, the Bosch Group, including the HC acquisition, emitted approximately 2,281,000 metric tons of CO_2 in Scope 2 according to the location-based approach (approximately 2,246,000 metric tons of CO_2 without the HC acquisition). In 2025, the Bosch Group, including the HC acquisition, emitted approximately 81,810 metric tons of biogenic CO_2 emissions (approximately 81,750 metric tons of CO_2 without the HC acquisition). For the calculation of biogenic emissions, the factors from DEFRA (2025) are used.

T 09

Energy intensity

in MWh/million euros of sales revenue

	✓ 2025
Bosch Group incl. HC acquisition	**83.85**

T 10

Emissions intensity

in metric tons/million euros of sales revenue, without carbon offsets

	✓ 2025
Bosch Group incl. HC acquisition	**6.10**

Introduction of a new exhaust gas purification system in Bamberg

Among other things, ceramic sensors for lambda sensors[19] are produced at the German site in Bamberg. The exhaust gases generated during production were previously cleaned by means of thermal post-combustion, whereby natural gas was burned. A catalytic post-combustion system has now been in use since 2025. It is powered by green electricity and – combined with an internal heat recovery system – is efficiently controlled via a process control system. In this way, around 2 GWh of energy can be saved each year.

Use of heat pumps in Jihlava

We installed three heat pump systems at our Jihlava site in the Czech Republic in 2025. They replace the existing cooling units, which released excess heat unused into the environment. The new water/water and air/water heat pump systems allow this heat to be recovered and fed into the building heating system. This significantly reduces natural gas consumption for gas heating. The total energy consumption of the plant is reduced by around 4 GWh per year through the use of heat pumps.

Calculations based on consumption in 2024 and 2025.

[19] By measuring the oxygen content in the exhaust gas, the lambda sensor provides the engine control unit with the necessary data for the optimum air-fuel mixture and thus creates the basis for more efficient and low-emission combustion.

To reduce our emissions in scope 1 and scope 2, we use the three levers “energy efficiency”, “new clean power” and “green electricity”.

Lever 1: Energy efficiency

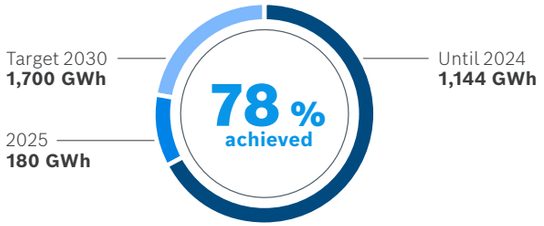
By 2030, we want to substantially increase our energy efficiency and realize a savings potential at our company locations totaling 1.7 terawatt-hours (TWh). Bosch plans to invest a total of one billion euros between 2019 and 2030.

Around 78 percent of our energy efficiency target has already been achieved: since 2019, we have initiated more than 8,500 projects worldwide, thereby tapping into a savings potential of 1,324 GWh. In 2025 alone, around 1,200 new projects with savings potential of 180 GWh were introduced.

G 09

Target achievement for energy efficiency

Savings potential captured with measures to increase energy efficiency



Lever 2: New clean power

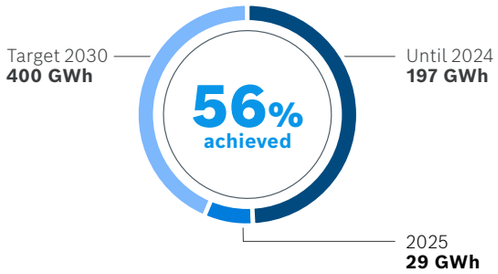
By 2030, we want to generate 400 GWh of the annual energy demand in-house at our company locations from renewable sources. By the end of 2025, 148 Bosch sites were already harnessing the power of the sun. Bosch also operates a hydroelectric power plant at its site in Blaichach, Germany. In total, around 226 GWh of energy was generated from renewable sources at Bosch in 2025. This means that we had already achieved 56 percent of our renewable energy generation target by the end of the year. Locations in China accounted for around 29 percent of the volume of renewable energy generated at Bosch, followed by Germany (28 percent), and India (15 percent).

In order to calculate the amortization rate of the measures in levers 1 and 2, an internal CO_2 price is used, which is based on the price of emission allowances in the German Emissions Trading System (2025).

G 10

Target achievement for new clean power

In-house energy generation, for example from photovoltaics and hydropower



Further increase in the use of solar power

A large number of projects contributed to the further expansion of our PV capacities in 2025. In addition to expanding existing facilities, new facilities were also built at various locations. At our German development site in Renningen, for example, we have expanded the existing system to a total of around 4 MW_{peak}. This will cover around 11 percent of annual electricity demand on site in future.

A further plant with a capacity of 1.6 MW_{peak} went into operation at the Miskolc site in Hungary. In future, it will contribute to covering around 6 percent of annual electricity demand and is to be expanded further in 2026. Further photovoltaic systems were connected to the grid at the Pecinci (1.8 MW_{peak}) and Shenzhen (1.2 MW_{peak}) sites at the end of 2025.

Calculations based on consumption in 2025.

Lever 3: Green electricity

Bosch relies on green electricity[20] sourced from existing facilities and with corresponding guarantees of origin. In 2025, this covered around 98.5 percent of the Bosch Group's global electricity demand, including the HC acquisition. Excluding the HC acquisition, the share amounts to 99.8 percent. We aim to exclusively source green electricity by 2030 at the latest. To this end, Bosch relies in particular on long-term agreements with energy suppliers (Power Purchasing Agreements, PPAs) and purchased around 590 GWh of electricity in 2025.

[20] For a definition of green electricity, see T 07

G 11

Target achievement for green electricity

Global electricity demand covered by green electricity in 2025

Lever 4: Carbon offsets

At present, we use carbon offsets (carbon credits) to compensate for residual CO_2 emissions, such as those from combustion processes (heating, process heat). In addition, we refer to carbon credits to compensate for electricity sourced in countries with only limited availability of green electricity.

As we make progress with levers 1 to 3, we want to further reduce the share that we offset to achieve carbon neutrality (scope 1 & 2) to no more than 15 percent by 2030 (baseline year 2018). In 2025, we have once again come closer to this target in the Bosch Group without taking the HC acquisition into account. In the reporting year, the volume of emissions of the Bosch Group excluding the HC acquisition fell to around 511,100 tons of CO_2 (prior year: 531,300 tons of CO_2).

Taking the HC acquisition into account, the volume of emissions has risen to around 554,900 tons of CO_2. These emissions were fully offset by carbon credits.

When selecting carbon offset projects, we are guided by internationally recognized and independent certifications, such as the Gold Standard and the Verified Carbon Standard. In the future we want to focus our measures even more intensively on "nature-based removals". The relevant projects involve sequestering CO_2 in biomass.

Implementation of the four levers

To achieve the group-wide targets set for 2030, all Bosch divisions are pursuing staggered annual targets. These targets are set based on the energy demand and the savings achieved so far. Targets are cascaded down to individual company locations at the discretion of the respective divisions and the degree to which targets are achieved is tracked centrally. On this basis, those responsible at the divisions and company locations make decisions to implement measures to improve energy efficiency or to initiate projects to generate their own energy regeneratively.

As the availability and quality of green electricity and the legal conditions for the expansion of renewables differ between countries, the regional organizations are responsible for green electricity and new clean power projects. Carbon offsets are regulated centrally to ensure the quality of projects. The sites themselves order and transact the measures.

In addition to the annual sustainability report, associates are informed about sustainability through various dialog and presentation formats, including climate action and the development of key figures. For example, they have access to an Online key figures tool.

Upstream and downstream emissions (scope 3)

Compared to the baseline year 2018, we intend to cut our scope 3 emissions by 30 percent in absolute terms by 2030. In this process we are focusing on the categories that account for around 98 percent of our scope 3 emissions. Upstream emissions in the Bosch value chain primarily concern purchased goods and services as well as logistics. Downstream emissions are mainly caused by the use of our products.

At 469 million metric tons of CO_2 in the baseline year 2018, upstream and downstream emissions exceeded those in scopes 1 and 2 several times over. Since then, our scope 3 emissions have fallen by around 34 percent to 311 million metric tons of CO_2 in 2025. The challenge we are still facing is to mitigate future emissions relating to the anticipated sales growth by 2030. We have therefore set the percentage target for the reduction independently of sales growth. The absolute quantity to be reduced will therefore continue to increase with Bosch's future growth. We can directly influence the target achievement through more efficient products. On the other hand, there are also a large number of external factors that Bosch can only influence indirectly, such as suppliers' success in reducing CO_2 emissions, the speed of transformation processes in the energy and mobility sector, or general economic development.

Internal CO_2 prices for calculating the total cost of ownership (TCO) have been piloted in some divisions since 2024. The CO_2 prices are intended to enable objective decisions to be made in the event of conflicting objectives between costs and product carbon footprint (PCF) in various areas, such as product designs or concepts for procurement, logistics and transportation. The prices used are based on the price of emission allowances in the European Emissions Trading System (EU-ETS).

T 11

Greenhouse gas emissions (Scope 3)

Bosch Group 2023–2025 compared to the baseline year 2018, in millions of metric tons of CO_2

	2018	2023	2024	2025
Bosch Group	**468.9**	**340.5**	**312.2**	**311.1**
Purchased goods and services, capital goods (MAE)	34.0	29.4	28.2	26.9
Transport and distribution	2.9	2.2	2.1	1.9
Use of sold products	432.0	309.0	281.9	282.3

Emission intensity, upstream value chain

in metric tons CO_2/million euros purchasing volume

	2018	2023	2024	2025
Purchased goods and services, capital goods (MAE) and upstream transportation, and distribution	862.9	609.2	598.8	598.5

Emission intensity, downstream value chain

in metric tons CO_2/million euros sales

	2018	2023	2024	2025
Use of sold products and downstream transport and distribution	5 513.4	3 378.2	3 125.7	3 144.6

Our scope 3 emissions are calculated annually in all categories in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and subjected to external certification. Material scope 3 emissions that are relevant for control and reporting purposes fall into the categories 1 "Purchased goods and services", 2 "Capital goods", 4 "Upstream transport and distribution", 9 "Downstream transport and distribution" and 11 "Use of sold products". Primary and secondary data are used to calculate the material scope 3 emissions. Emissions in categories 1 and 2 are calculated using input-output modeling based on expenditure. Emission factors and data sources for categories 1 and 2 include the purchased volumes with the corresponding supply chain emissions, the are recorded through CDP disclosures and direct queries to suppliers and supplemented by secondary sources. Emissions in categories 4 and 9 are calculated on the basis of a weight and distance approach in combination with emission factors from the GLEC 3.0 Framework whereby category 9 is calculated using a weight-based approximation. Emissions in category 11 are accounted for over the entire product life cycle in the year of sale. Indicators for assessing sales figures, life cycle and energy consumption are taken into account and compared with emission factors from the International Energy Agency (IEA, Emission Factors 2022) and the Intergovernmental Panel on Climate Change (IPCC).

The calculation of scope 3 emissions was revised in 2025 to improve data quality further. In general, we are striving to further improve data quality in the supply chain. To achieve this, we increasingly use primary data instead of secondary data and prefer material-specific and product-specific information (Material Carbon Footprint, MCF; Product Carbon Footprint, PCF) to company-specific information (Corporate Carbon Footprint, CCF). As part of Bosch's internal LCA calculations, 2025 MCF and PCF data were piloted for the calculation of category 1. In accordance with the GHG protocol, there are slight variations in the previous year's figures compared to previous reports due to the improved data quality and the increased use of primary data. Any adjustments are recorded transparently as part of the audit process.

Scope 3, upstream: Purchased goods and services

All divisions use a standardized steering concept to reduce upstream CO_2 emissions in the area of purchasing. We want to make sure that suppliers can use their resources as efficiently as possible. With this in mind we do not influence their measures to reduce CO_2 emissions, rather we aim to enter into corresponding target agreements.

▸ General target agreements

We use general target agreements with suppliers to reduce our suppliers' CO_2 emissions – based on valid and transparent data on carbon emissions and preferably in combination with a specific SBTi commitment[21].

By 2030, we want to use the CDP platform to obtain detailed information and data on the Group-wide CO_2 emissions (scope 1, 2, 3) of our suppliers for around 80 percent of our purchasing volume. At the same time, we intend to source more than 50 percent of our purchasing volume from suppliers that have already made a voluntary SBTi commitment or that are pursuing an SBTi target. To achieve the targets, individual ambition levels were set for all relevant Bosch divisions for the period from 2024 to 2030.

Following the successful completion of a number of pilot projects, many divisions have taken account of the sustainability performance of potential suppliers in the purchasing process since 2023, in order to support the achievement of sustainability targets when awarding contracts. Apart from the direct effects on our upstream CO_2 emissions, this approach gives Bosch a multiplier effect, which exceeds the effects in its own supply chain many times over. This is because the suppliers' commitments to the SBTi initiated by Bosch also impact their other products and business relationships.

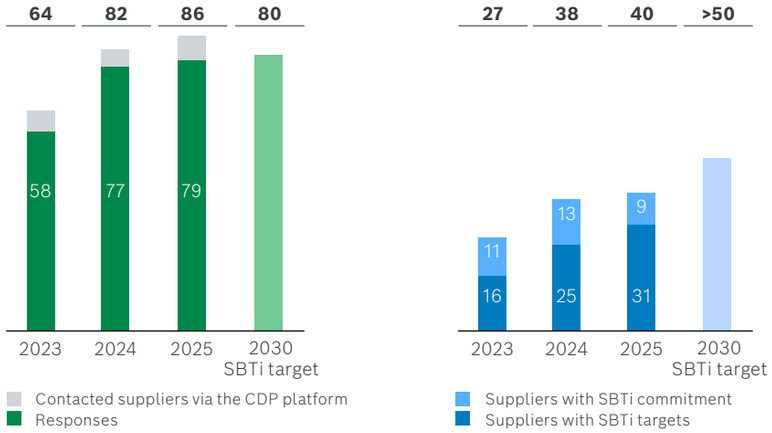
▸ Specific agreements for focus materials

We use specific agreements with our suppliers for focus materials such as steel, aluminum, copper, and plastics as these materials are responsible for a material proportion of the CO_2 emissions in the supply chain. In the Mobility business sector, Material specifications for the material carbon footprint were created for the focus materials steel, aluminum, and copper in 2024 and utilized for the purchasing process. Among other things, the specifications set upper limits for the CO_2 intensity of the raw materials mentioned and minimum values for the proportion of recycled materials in alloys.

G 12

Coverage of the purchasing volume through general target agreements

Bosch Group, results of surveys via the CDP platform in percent, March 2026



The diagram shows the proportion of production-related purchasing volume that Bosch sources from suppliers that participate in CDP (formerly the Carbon Disclosure Project) (left) or follow an SBTi target or voluntary commitment (right). The higher the corresponding degree of coverage, the better Bosch's ability to use primary data from suppliers to calculate scope 3 emissions in categories 1 and 2. The supplier data is compared and evaluated on the basis of audits by third parties and an internal Bosch quality assessment with industry and sector-specific secondary data. The supplier data are used to calculate the emissions from the supply chain only if this check is positive.

Suppliers with an SBTi target are expected to improve their emissions profile across the entire value chain, which is why the coverage ratio is used to estimate the expected emissions reduction for Bosch. Bosch and CDP work with supplier feedback (e.g. CDP score) and provide webinars to continuously improve data quality in parallel with the expansion of the coverage levels achieved.

[21] The SBTi commitment refers to the voluntary commitment by companies to set science-based targets for reducing greenhouse gas emissions. Here, companies demonstrate their willingness to contribute actively to climate action and to align their business practices with the targets of the Paris Climate Agreement.

Scope 3, upstream: Transport and distribution
Since 2018, we have cut our transport-related CO_2 emissions by around 36 percent, down to 1.9 million metric tons of CO_2 in 2025. Our activities focus on various instruments:

▸ **Reducing air cargo**
In principle, Bosch aims to use air freight only in exceptional cases. Despite the significant reductions in recent years, this transport route still accounts for a considerable proportion of Bosch's transport-related CO_2 emissions. Whenever possible, we switch shipments destined for Bosch from air to sea or rail freight. The corresponding potential is reviewed continuously.

▸ **Optimizing freight**
Transport Management Centers (TMC) have been established worldwide to manage shipments between suppliers, Bosch plants, and customers. We have already achieved a high degree of standardization in this area and can guarantee efficient transport – also with respect to environmental criteria – by pooling freight. To secure even higher capacity utilization, especially for road shipments, a new transport management system was introduced at Bosch in 2023. Our target is to increase transport capacity utilization by truck from about 65 percent in 2023 to 80 percent in 2025 and thus reduce CO_2 emissions with this mode of transport by up to 10 percent. The current capacity utilization rate is 64 percent. We attribute this development to the challenging market environment and persistently volatile conditions in global supply chains, among other things. Nevertheless, we are sticking to our target of increasing truck capacity utilization and have set the year 2030 as our time horizon.

▸ **Improving packaging design**
The divisions are also working on increasing packing density in order to use less packaging material, storage space and transport capacity and thus reduce CO_2 emissions. In order to determine the specific impact of improvements in packaging design on transportation, a CO_2 calculator was introduced in the Mobility division in 2025, accompanied by appropriate training for associates. The calculator is now available throughout Bosch.

Bosch has been organizing the internal "Packaging Convention" for around ten years in order to network associates from the packaging sector worldwide, share good practices and agree on the strategic direction. The "Packaging Award" was presented for the second time in this context. The three winning projects have distinguished themselves through innovative packaging solutions – such as the replacement of wooden packaging with flexible cardboard packaging with a new type of product fastening – as well as measures to increase packing density, which have led to savings in packaging material, the optimization of transport and the reduction of transport-related CO_2 emissions.

Mobility of associates
Since 2020, Bosch has been offsetting the CO_2 emissions caused by associates' business air travel and supporting climate action with global principles for company car use. In addition to reducing CO_2 emissions, for example, through a defined CO_2 cap or a bonus/penalty scheme linked to a vehicle's CO_2 emissions, the country-specific regulations also provide for a range of alternative forms of mobility to the classic company car.

Scope 3, downstream: Use of sold products
Since the baseline year 2018, we have already significantly reduced the scope 3 emissions resulting from the use of our products – from originally around 432 million metric tons of CO_2 to 282 million metric tons of CO_2 in 2025. The shift in the product portfolio towards higher energy efficiency classes is having an impact here, as is the range of heat pumps and solar collectors as well as the transformation towards e-mobility.

We currently see the greatest potential for lowering CO_2 emissions in those divisions in which products have a relevant energy demand, that is above all mobility, thermotechnology, industrial drive and control technology, and household appliances. In order to achieve the cross-divisional scope 3 target, the relevant divisions pursue specific CO_2 targets and targeted action plans. These are based on currently available findings and market development scenarios in the coming years. The progress toward target achievement as well as the underlying scenarios and framework conditions are reviewed annually. If any changes occur, we make adjustments accordingly.

In principle, three factors are crucial to further reducing emissions in the product life cycle:

▸ **Further improving energy efficiency**
Bosch aims to increase the energy efficiency of products from one product generation to the next. That said, we keep an eye on the average energy efficiency of the product portfolio.

The new Series 8 heat pump dryers save up to 77 percent energy compared to conventional dryers[22] and are the most energy-efficient dryers ever produced by BSH. This is achieved through completely redesigned key components. The optimized air circulation in the appliance ensures more effective drying of laundry at up to 25 percent lower temperatures[23]. The newly developed self-cleaning condenser also automatically removes accumulated lint and thus ensures consistently low energy consumption.

[22] Energy saving of a modern Bosch 9 kg heat pump dryer (WRB247C40) with 79 kWh (energy consumption according to Regulation (EU) 2023/2534) compared to an old, conventional Bosch 9 kg dryer from 2015 (WTB84390FF) with 337 kWh (energy consumption, also determined for the comparison according to Regulation (EU) 2023/2534).
[23] Comparison of the temperature recommendation for gentle drying according to the international standard for textile care labeling ISO 3758:2023 and the drying temperature (°C) in the Eco program with full load (according to EU 2023/2533).

▸ Market transformation and portfolio optimization

Far-reaching structural changes in markets or industries require fundamental adjustments to a company's strategies and business models. These transformation processes can be used to deliver improvements in climate action.

A current example of this is switching the heat supply to renewable energy sources. The Home Comfort Group is driving this development through expansion of the electric portfolio and is investing in particular in development and production capacity for heat pumps. Customers are also following this path: In Europe, around 20 percent of newly installed heat generators are now heat pumps, an increase of three percentage points compared to the previous year.

Another example is the testing of hydrogen technology. For the first time, a fully hydrogen-powered Bosch hob for domestic use will be used on a rolling basis in selected Scottish households from 2026 and will be in operation until 2027. As part of a joint project with gas supplier SGN, the initiative aims to provide concrete evidence that green hydrogen can be a viable alternative to natural gas for heating and cooking. Up to three hundred households will be involved in the project, around 50 of which will be specially equipped to use the hydrogen hob. The green hydrogen is produced locally using offshore wind power and electrolysis. This ensures that no CO_2 emissions are generated during its production.

▸ Transformation of the energy sector through the use of green electricity, hydrogen, and biogas

Because many of Bosch's products, systems, and facilities operate on the basis of electricity, an increased proportion of green electricity in the power grids has a direct positive effect on our carbon footprint during the product life cycle. The corresponding transformation of the energy sector is therefore highly relevant for achieving our scope 3 target – even if it can only be influenced in a small way by Bosch. We are committed to the development of the hydrogen economy at national and EU level (see "Political lobbying | Priority topics and activities").

Outlook: Climate action strategy extends beyond 2030

Bosch has set itself specific climate action targets for 2030, and we are also looking beyond that date. Since Bosch is aiming to use green electricity exclusively by then, the relevant potential must be leveraged in particular through changes in technology – such as in the area of mobility and heating of buildings. In addition, increases in energy efficiency and the measures pursued with the "New clean power" lever can deliver further climate action improvements. An analysis of more than 400 locations in 2023 showed that further advances in climate action can still be achieved beyond 2030 – relevant projects are being evaluated. However, the fact that the cost-effectiveness of the energy efficiency projects will decrease over time must be considered. In other words, further improvements will require increasing effort. We are therefore striving to enhance the cost effectiveness of the projects in partnership with customers and suppliers so that we can contribute as best possible to climate action with the resources available to us. We are also pursuing this approach with regard to reducing our scope 3 emissions. In doing so, we always keep an eye on the economic and political framework conditions.

Circular economy

T 12

Material sustainability topics: Circular economy

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations for the management of IROs	Measures	Targets	Key figures
Bosch's activities to promote the circular economy can help to reduce primary material consumption, waste volumes and GHG emissions along the value chain. | S	◑ ◑ ◑	▶ Code of Conduct ▶ Code of Conduct for Business Partners ▶ Guidelines of Work Safety and Environmental Protection ▶ Design for Environment	▶ Improving materials efficiency ▶ Activities for the "second life" of products and components ▶ Use of recycled materials ▶ Waste management	Regarding "circular economy", it was decided to pursue the measures described continuously and not to set a time-bound sustainability target.	T 09, G 12, T 13, G 14, T 14
Improper handling and disposal of hazardous waste at Bosch production locations can lead to soil, water and air pollution. | S	○ ◑ ○	▶ Code of Conduct ▶ Guidelines of Work Safety and Environmental Protection ▶ Declaration of principles on human rights ▶ Principles of the organization and content on sustainability and EHS	▶ Use of environmental management systems ▶ Waste management		T 04, T 14
New regulatory requirements to promote the circular economy may require investment in new technologies and increase production costs. | L	€ € €	▶ Risk Management System (RMS) of the Bosch Corporate Group ▶ Internal Control System (ICS) of the Bosch Corporate Group	▶ Treatment of risks in accordance with the RMS and ICS procedures		
Innovation, research and development with regard to circular economy activities can open up financial opportunities and competitive advantages for Bosch. | S	€ € €	▶ Code of Conduct ▶ Code of Conduct for Business Partners ▶ Guidelines of Work Safety and Environmental Protection ▶ Design for Environment	▶ Research project on circular product development		
Opportunities and financial benefits can arise from increasing the resilience of the supply chain through circular economy activities and the use of alternative raw material sources. | S	€ ○ ○	▶ Code of Conduct for Business Partners ▶ Design for Environment	▶ Recycled materials		
Recycling production waste can reduce material costs and generate additional revenue from the sale of materials. | S	○ € ○	▶ Code of Conduct ▶ Guidelines of Work Safety and Environmental Protection ▶ Design for Environment	▶ Waste management		

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks € and opportunities €.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Resource consumption is increasing worldwide, leading to negative impacts for people and the environment. Extracting and processing primary raw materials is often energy-intensive and can have a negative impact on the environment.[24] In addition, working conditions in many countries must be continuously scrutinized with regard to the protection of human rights.

The Bosch Group has the ambition to increasingly decouple the consumption of resources from the growth of its production output and to keep the consumption of primary resources as low as possible. In this way, we want to make a contribution to promoting both economic growth and sustainability. To achieve this, Bosch is pursuing a circular economy strategy and striving to close further recycling cycles.

In addition, the Bosch Group sets minimum standards for its suppliers in order to counteract negative effects on resource consumption in the upstream value chain. In the Code of Conduct for Business Partners of the Bosch Group, direct suppliers are obliged to adhere to guidelines for the protection of the environment and resources. Additional information on our activities in the supply chain is described under "Scope 3, upstream: Purchased goods and services" and "Complying with due diligence obligations relating to human rights and the environment". Our activities on the topic of "resource consumption" are strategically anchored in our sustainability vision in the "circular economy" dimension.

Circular economy strategy

With our circular economy strategy, we want to enhance the sustainability of our products over their entire life cycle – from procurement and production to use, return, and remanufacturing, right through to recycling and reuse of materials. To this end, we endeavor to either create loops directly within Bosch or close them outside the company using established recycling processes. This way, we reduce the amount of materials used and our products' carbon footprint[25] and contribute toward achieving our scope 3 target. At the same time, we also avoid potential negative effects relating to compliance with environmental and social standards. Building a material cycle has the particular advantage of eliminating parts of the value chain that are subject to risks, such as extraction of raw materials. This also reduces our dependence on global raw material markets and volatile supply chains.

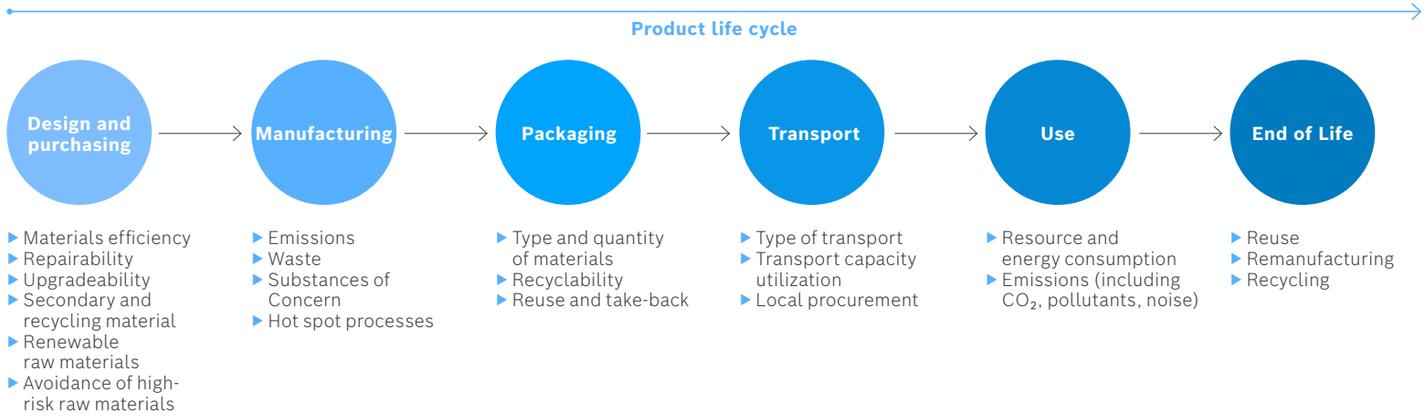
Design and production guidelines for environmentally compatible product development (Design for Environment, DfE) are described in an internal standard which is binding for the whole Bosch Corporate Group. The systematic integration of environmental aspects into the product development process is intended to improve the environmental compatibility of products over their entire life cycle (see G 13). Among

[24] United Nations Environment Programme (2024): Global Resources Outlook 2024: Bend the Trend – Pathways to a liveable planet as resource use spikes. International Resource Panel. Nairobi.

[25] Unless otherwise stated, carbon footprint takes into account all greenhouse gas emissions ranging from raw materials extraction to transport, production, sales, and use through to disposal of the product (cradle to grave) (see DIN EN ISO 14067).

G 13

Environmental aspects in Design for Environment



Life cycle assessments

Based on the principle of a circular economy, we have been systematically conducting life cycle assessments (LCAs) for material product groups since 2017. This entails evaluating product-specific environmental aspects in each phase of the product life cycle – from purchasing to production and use right through to disposal. Depending on the use case, we distinguish between two assessment methods: the full-scale LCA, performed in compliance with ISO 14040 and 14044, and the streamlined LCA, allowing faster assessment of specific issues and drawing on standard database values.

other things, the standard regulates the improvement of resource efficiency through circular economy activities and the avoidance of substances of concern.

A comprehensive web-based training program raises awareness about aspects of the circular economy among product managers and developers. Since its launch in 2023, around 10,700 associates have taken part in the training program.

A cross-divisional and interdisciplinary research project will draw up specific strategies and implementation options for developing products in line with the circular economy based on the example of a product group by mid-2027. We also carried out a comprehensive analysis in 2025 to determine which circular economy business models offer the greatest potential for Bosch and should be strengthened or developed on this basis. The analysis focused on the contribution to business success, increasing material availability and strengthening environmental protection.

Three levers for the circular economy

Bosch uses three levers to promote the circular economy. Depending on the markets in which our divisions operate, the levers differ in their degree of effectiveness, are not equally applicable across the board, and therefore offer different development potential.

Lever 1: Materials efficiency

Improvements in materials efficiency in production processes or products are essential elements of our product development process. Examples of measures include the reduction of waste or material requirements for specific products.

Objectives such as the efficiency of powertrains are formulated here for the specific product and tracked using appropriate indicators if required. The environmental and social effects of using certain raw materials are also considered in order to keep the environmental impact of materials utilized as low as possible, while at the same time taking into account social aspects. Good practice is shared throughout the company as part of an internal network for sustainable production to improve materials efficiency in production.

Lever 2: Second life

The aim of the “Second Life” activities is to extend the life cycle of products and components. The individual divisions of Bosch each set their own priorities in this regard, depending on market and product-specific framework conditions. The concepts and activities of the divisions range from reusing products and their components to repairs and right through to remanufacturing.

Take, for example, the Mobility Aftermarket and Bosch Rexroth divisions, which each serve the “Remanufacturing” and “Repair and Remanufacturing” business lines. While Bosch Rexroth’s “Remanufactured Products” program gives old control and drive technology products a second life, Mobility Aftermarket customers have been able to take advantage of the Bosch eXchange program for more than 50 years and have defective vehicle components replaced in the specialist workshop with remanufactured products.[26] Every year, around two million products are recycled and 3,100 metric tons of material are saved – with a corresponding impact on climate action: for example, the CO_2-equivalent footprint of a generator repaired by Bosch in Europe is around 90 kg or 86 percent lower than that of a new generator from China.[27]

Mobility Aftermarket is continuously expanding its remanufacturing offering to meet new mobility trends. In addition to conventional vehicle applications, the focus will increasingly shift to components for electromobility by 2030, such as a battery replacement kit for hybrid vehicles from a major automotive group.

[26] Bosch eXchange can be supplemented by new material, if necessary, in order to ensure a high degree of market coverage and delivery capability.
[27] Product carbon footprint (cradle to gate) calculated in accordance with ISO 14067 and certified by DEKRA.

Remanufacturing at Vehicle Motion

With its own remanufacturing team, the Vehicle Motion division has set a clear signal for sustainable production and has already implemented various projects with customers in recent years. One focus is on the remanufacturing of certain steering components – such as the SCU (Steering Control Unit), housing, sensor and gearbox cover – which allows raw materials and energy to be saved in the production process. The topic has become even more important in recent years, so Vehicle Motion has been implementing another project together with a customer since 2024. It is to be extended to other customers and components in the future.

The remanufacturing process in this project comprises several steps: Thorough pre-sorting, cleaning and inspection initially ensures that only high-quality components are processed. The electric steering systems are then dismantled, processed and reassembled. The reassembled electric steering systems are then tested according to series requirements – and begin their second product life cycle. In addition, customers also support the supply after the end of series production with the returned steering systems. By recording and processing end-of-life data and feeding the findings back to development, the VM Remanufacturing process is intended to contribute to the creation of more sustainable products in the long term – and offers a resource-conserving alternative to the production of new steering components.

BSH Hausgeräte GmbH and Bosch Power Tools extend the life cycle of products with repair offers. With over 350,000 spare parts available and a worldwide service network of 12,000 technicians and partners, BSH ensures fast and competent repairs. In 81 percent of cases, the problem is solved on the first customer service visit.

Bosch Power Tools generally keeps spare parts for up to ten years. With over 40,000 spare parts available and a worldwide network of more than 30 service centers and over 2,000 service partners, Power Tools ensures fast and competent repairs. Bosch Power Tools North America also focuses on the remanufacturing of returned appliances (refurbishment). Returns which have undamaged packaging and where the original seals remain intact (so-called category 1) are immediately offered for sale again after a thorough visual inspection. These products continue to meet the highest quality standards and can be supplied to the market without further processing. Appliances for which the original packaging has already been opened and/or the product has been used undergo a systematic remanufacturing process. This includes a detailed technical inspection, necessary repairs with original spare parts, professional cleaning and comprehensive functional tests to ensure the full performance and safety of the appliances. In 2025, over 300,000 devices were returned to Power Tools North America by customers. While one third of the devices fell into category 1, more than 60,000 of the remaining around 200,000 devices were remanufactured, and offered, and sold as refurbished devices at a reduced price.

Lever 3: Recycled materials

Recycled materials covers all measures that serve to keep materials such as steel, aluminum or plastics in economically closed loops. Bosch is striving to increasingly use reused or recycled secondary materials. At the same time, we focus on the recyclability of our products.

The activities of two divisions in particular should be mentioned as examples in this context. The Bosch Power Tools division has set quantitative targets for the use of recycled plastics. Specific targets have also been set for packaging materials. BSH Hausgeräte GmbH is aiming to increase the proportion of recycled material used in products.

Key factors determining how effective the measures are, include whether high-quality materials are available, as well as whether the percentage of recycled materials used can be verified, and whether they can be purchased cost-effectively (see also “Scope 3, upstream: Purchased goods and services”).

T 13

Repairability of products

Assessing the Repairability based on the French repair index 2025

	Repair index (0–10)	
Rating	**Lowest**	**Best**
Vacuum cleaner	5.5	9.9
High pressure cleaner	7.6	9.3
Lawnmower	8	9.3
Dishwasher	7.8	9.4
Washing machine	8.5	9.2

Labeling according to the French repair index 2025

	Dark green labeling, Best-In-Class (index 8–10)
Proportion of product categories with labeling	93%

Due to the lack of EU-wide standards, we use the French repair index (“Indice de réparabilité”) for rating the reparability of our products. The repair index is used to indicate the ease of repair of defined products and creates transparency for consumers. The index rates products on a scale of 0-10 using a standardized list of criteria. Five criteria are evaluated – documentation, dismantling/disassembly, spare parts availability, spare parts price and product-specific additional criteria.

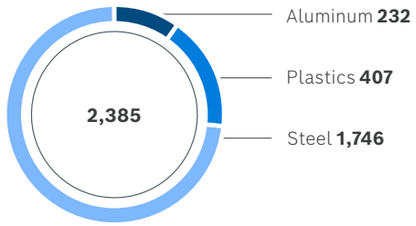
The table shows the lowest and highest repair index of our products in each product category, thus illustrating the range of repairability. The aggregated category “Proportion of product categories with labeling” shows which reparability classes our product portfolio will fall into in 2025. Sales figures or market penetration are not considered here.

Across all our products, the average percentage of recycled steel used is around 56 percent. At 35 percent, the proportion of recycled aluminum matches the average level in the industry. For plastics, the percentage of recycled material that we purchase as raw material is around 5 percent. We intend to further increase this share, in particular, in the coming years.

G 14

Key materials used

Bosch Group 2025, in 1,000 tons



Bosch records material data such as key materials used worldwide via internal IT systems and reports the results in aggregated form. The data determined is based on purchasing and demand data.

Premiere for Closed-Loop Edition

A pilot project at Bosch Power Tools in 2025 demonstrated the potential of the circular economy in the field of technical plastics from used power tools. The result is the impact drill “UniversalImpact 800 Closed-Loop Edition”.[28] It has a housing made of 78 percent recycled material[29] and shows that high product quality can also be guaranteed with recycled materials. The glass fiber-reinforced plastic used for the housing, which is obtained from selected old appliances, meets all the same quality requirements as new material and can be processed without additional additives or glass fibers. The remaining 22 percent of the housing consists of components such as switches and drill chucks, which are made of other plastic types or colors.

Until now, technical plastics from power tools have often been incinerated due to the complex recycling processes involved. Bosch recognized potential here to reduce its own carbon footprint. For example, a material cycle for technical plastics was developed for the production of the Closed-Loop edition, which points the way towards a circular economy for power tools. The experts at Power Tools followed a multi-stage approach, starting with a feasibility study and the comprehensive analysis of thousands of disused power tools to create the database for the material selection. Based on this, a recycling process for technical plastics was developed that enabled the production of a pilot product in series quality without compromising on quality.

[28] Certification of the closed loop by TÜV Süd
[29] The proportion of 78 percent relates to the housing material and all externally visible components of the main product, excluding cables and accessories.

Eco-design training at Bosch Power Tools

Various training programs at Bosch take into account the specific requirements of the individual divisions. For example, Power Tools makes use of internal “eco-design training” for development teams to increase awareness and expertise in sustainable product development. In 2025, a total of 480 associates – including engineers, product owners, project managers, quality managers and purchasing staff – took part in the training courses.

The training programs are offered at the Power Tools Academy for Transformation and Sustainability, which is open to all associates in the Power Tools division, in order to anchor sustainability as an integral part of the corporate culture and daily work. In addition to general sustainability training for all associates, target group-specific formats are also offered for sales and marketing as well as development. A total of around 1,300 associates were reached in 2025.

Waste

When dealing with waste, Bosch follows the principle of “Avoid, then reuse, then dispose”. As part of its circular economy strategy, Bosch continues to work systematically on reducing waste volume and, in particular, on recycling. In “Sustainable Disposal and Cycle Management”, we work with external service providers to recycle materials and reuse them in our production processes wherever possible. This approach not only helps to conserve resources, but also reduces dependence on global raw material markets and volatile supply chains. There are also economic advantages compared to traditional disposal or recycling.

Recycling solder paste

Mobility Electronics’ Suzhou plant in China shows how “Sustainable Disposal and Cycle Management” works in practice. Instead of disposing of used solder paste and dross, these are returned to a supplier. It uses the materials to produce new solder bars with a recycled content of over 90 percent, which are then reused in the factory. The result: less waste and 70 percent less need for solder bars made from primary material. The successful initiative has now been implemented in two further plants in China, with more locations to follow worldwide.

Waste management

A group guideline defines processes for the transport and disposal of waste and ensures that the legal requirements are complied with locally. All production locations have a clearly designated organizational unit responsible for the correct and legally compliant sorting, classifying, and handing over waste to disposal companies.

At Bosch, hazardous waste occurs mainly in the form of cooling lubricants, washing water, oils, and fuels. Their volume decreased by 2.0 percent to 75,856 metric tons in 2025 compared to the previous year (77,412 metric tons). In general, we are striving to reduce the amount of hazardous waste and are targeting our measures primarily at locations with large quantities of waste. In this way, the use of vacuum distillation and ultrafiltration is leading to a reduction in the quantity of cooling lubricants that need to be disposed of, while the volume of washing water is likewise decreasing. Centrifugal treatment leads to a decrease in the quantity of oil to be disposed of.

T 14

Waste volume and disposal

Bosch Group 2023-2025, in 1,000 tons

	2023	2024	2025
Bosch Group	**666.0**	**617.6**	**586.8**
Recovered waste	569.9	539.4	526.3
thereof non-hazardous waste	517.8	489.1	473.0
Preparation for reuse	0	0	10.2
Recycling	458.4	431.7	411.0
Other recovery operations	59.3	57.4	51.8
thereof hazardous waste	52.2	50.3	53.3
Preparation for reuse	0	0	0.4
Recycling	36.7	33.7	39.1
Other recovery operations	15.5	16.7	13.8
Waste for disposal	96.1	78.2	60.5
thereof non-hazardous waste	71.8	51.1	38.0
Thermal-based disposal	6.9	7.0	9.7
Landfill disposal	51.1	33.9	18.8
Other disposal operations	13.8	10.2	9.4
thereof hazardous waste	24.3	27.1	22.5
Thermal-based disposal	7.5	7.5	7.6
Landfill disposal	3.3	4.0	4.9
Other disposal operations	13.4	15.6	10.0

Waste intensity

in tons/million euros sales

	2023	2024	2025
Bosch Group	**7.27**	**6.84**	**6.45**

Bosch records EHS data such as waste volume worldwide via an internal IT system and reports the results in aggregated form. The types of waste with the corresponding quantities are assigned to the respective categories by the locations. This is based on weight data that is determined either directly at the locations or via the respective waste disposal companies. A small proportion is estimated or determined on the basis of extrapolations. From the 2025 reporting year, construction waste is also included in the key figures.

Water

T 15

Material sustainability topics: Water

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations on the management of IROs	Measures	Targets	Key figures
Excessive water withdrawal at our own production locations can limit the availability of water and, particularly in areas with high water stress, lead to damage to ecosystems. | S	○ ◑ ○	▸ Code of Conduct ▸ Guidelines of Work Safety and Environmental Protection ▸ Declaration of principles on human rights ▸ Principles of the organization and content on sustainability and EHS	▸ Use of environmental management systems ▸ Process improvements ▸ Closed-loop system for water ▸ Use of rainwater	Reducing absolute water withdrawal at company locations in regions with water scarcity by 25 percent by 2025 (baseline year 2017) Reducing absolute water withdrawal at company locations in regions with water scarcity by 7 percent by 2030 (baseline year 2025)	T 04, T 16, G 15, T 17, G 16, T 18
Excessive water withdrawal in the supply chain can limit the availability of water and, particularly in areas with high water stress, lead to damage to ecosystems. | S	◑ ○ ○	▸ Code of Conduct for Business Partners ▸ Declaration of principles on human rights ▸ Corporate social responsibility in the supply chain	▸ Use of environmental management systems ▸ Supplier environmental assessment		
If own production processes are dependent on water, a potential water shortage can limit production capacity. Delays in delivery and loss of sales can be the result. | L	○ € ○	▸ Risk Management System (RMS) of the Bosch Corporate Group ▸ Internal Control System (ICS) of the Bosch Corporate Group	▸ Treatment of risks in accordance with the RMS and ICS procedures		

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks G and opportunities G.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Water is the basis for every form of life and at the same time a key resource for the environment and society. It is therefore important to safeguard water resources as the basis for health, ecosystems and the economy and to avoid pollution.

Bosch is aware of this responsibility and has anchored the topic of "water" as a strategic topic area in its sustainability vision. Our ambition is to conserve water resources through efficient use and to avoid water pollution through comprehensive prevention. We especially focus on counteracting the increasing scarcity of water. Suppliers are contractually obliged to meet minimum standards for water protection and quality as well as for the use of water resources (see also "Complying with due diligence obligations relating to human rights and the environment | Responsible supply chain management").

Water withdrawal and consumption

Since 2017, we have been working at locations in water scarcity areas to counter the increasing scarcity of water. The company locations were identified using the Water Risk Filter of the World Wildlife Fund (WWF) (see G 15).

In 2025, 68 company locations in regions with water scarcity accounted for around 2.10 million m³ of water (prior year: 2.23 million m³) or 10.3 percent of Bosch's total annual water withdrawal. This corresponds to a reduction of around 30.9 percent compared to the baseline year 2017 (prior year: 28.5 percent). We have therefore achieved our previous target – a 25 percent reduction by 2025. We have also set ourselves a new target of reducing absolute water withdrawal at 94 newly assessed locations by 7 percent by 2030 compared with our 2025 baseline year.

T 16

Water targets of the Bosch Group

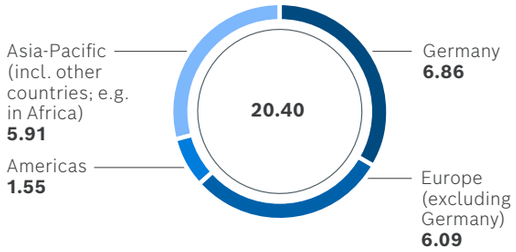
Target	Target year	Target value	Unit	Baseline year	Baseline value	2024	2025
Reducing absolute water withdrawal at company locations in regions with water scarcity by 25 percent by 2025 (baseline year 2017)	2025	2.34	Million m³	2017	3.12	2.23	2.10
Reducing absolute water withdrawal at company locations in regions with water scarcity by 7 percent by 2030 (baseline year 2025)	2030	2.88	Million m³	2025	3.10	–	3.10

The voluntary targets for reducing absolute water withdrawal at locations in water scarcity areas are based on technological feasibility studies. They apply to production and development sites (with material responsibility) with more than 50 associates as well as to other sites with more than 100 associates in regions with high or very high water scarcity according to the WWF Water Risk Filter. The baseline and target value for 2030 were determined based on a re-evaluation of the locations. The use of rainwater is not counted as water withdrawal because the use of rainwater reduces withdrawal from other sources such as groundwater and thus makes a positive contribution to the water balance. Thanks to the water stress analysis using the WWF Water Risk Filter, our action and target planning is based on scientific evidence on water availability in a region.

G 15

Water withdrawal by region

Bosch Group 2025, in millions of cubic meters



The Bosch Group records water data worldwide via an internal IT system and uses it to determine its water withdrawal. The data basis for this is formed by supplier invoices. If no invoices are available, the company's own measurements are used where available, otherwise reference values are used. The data on water withdrawal does not include the use of rainwater. in 2025, Bosch used 178,000 m³ of rainwater. The total water withdrawal according to the European Sustainability Reporting Standards (incl. rainwater use) therefore amounted to 20.58 million m³ in 2025.

The Bosch Group's water consumption amounted to 3.88 million m³ in 2025. In principle, the total water consumption is calculated from the water withdrawal minus the water return.

T 17

Water withdrawal

Bosch Group 2023–2025, in millions of cubic meters

	2023	2024	2025
Bosch Group	**19.47**	**20.02**	**20.40**
Surface water	3.51	3.12	3.01
Groundwater	2.99	3.26	2.93
Public/private waterworks	12.94	13.61	14.43
Fresh water[30]	**19.44**	**19.99**	**20.37**
Public/private waterworks	0.03	0.03	0.04
Other sources[31]	**0.03**	**0.03**	**0.04**

[30] < 1,000 mg/l completely dissolved solids
[31] > 1,000 mg/l completely dissolved solids

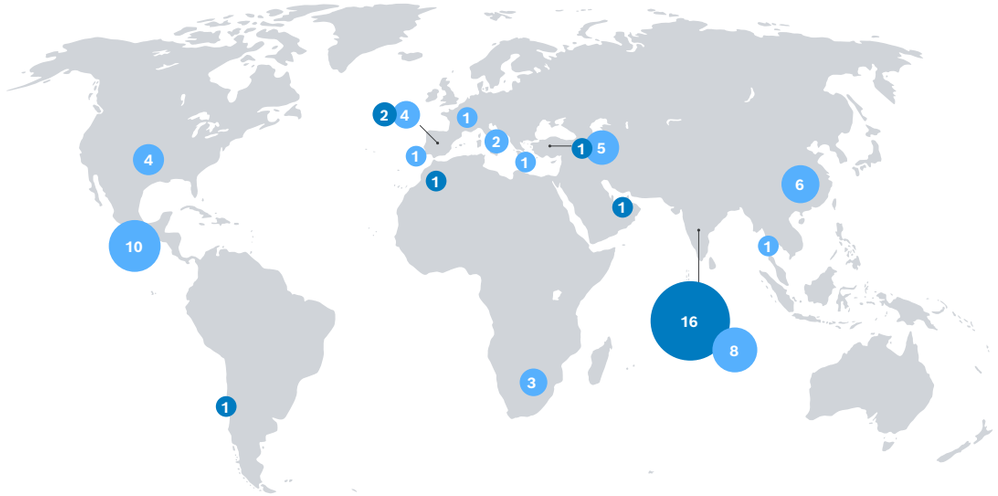
Water intensity

in cubic meters/million euros sales

	2023	2024	2025
Bosch Group	**212.6**	**221.6**	**224.3**

G 16

Company locations in regions with water scarcity



	Quantity	Withdrawal in million m³	Share in the total water withdrawal	Affected regions
Locations with the severest water scarcity	22	0.4	1.8%	Chile, India, Morocco, Spain, Turkey, United Arab Emirates
Locations with severe water scarcity	46	1.7	8.5%	China, France, Greece, India, Italy, Mexico, Portugal, South Africa, Spain, Thailand, Turkey, USA

Identifying and realizing savings potential

Bosch requires water for cooling systems, sanitary facilities, and technical processes. We are focusing on process improvements, recycling, and the use of rainwater to further reduce water withdrawal at our company locations. In regions with strained water supplies, water is already reused wherever possible. In addition, we systematically collect rainwater and reduce our groundwater withdrawal and withdrawal from the public water supply. In 2025, we used 178,000 m³ of rainwater.

In order to use the funds for achieving the water target as efficiently as possible, water coordinators from the divisions identify local savings potential and implement the measures with those responsible at the affected sites. Since 2019, more than 300 projects were launched that enable us to save up to 840,000 m³ of water at our sites each year.

Collection systems for monsoon rains

A rainwater collection system was put into operation in Bidadi in India in 2023, which has a storage capacity of 10,000 m³. In 2025, around 60,450 m³ of rainwater was collected and used at the site – especially during the monsoon rain. This covered around 40 percent of the total water requirement at the site and relieved the burden on the regional water supply.

Rainwater is also used at the site in Naganathapura in India. The existing facility was expanded by a storage capacity of 50 m³ at the end of 2025. Around 11,900 m³ of rainwater was treated and used at the plants in 2025, covering roughly 29 percent of the total water demand at the site in this period.

Environmentally friendly water treatment

Bosch products contribute to the sustainable use of water on an industrial scale as well. In a new business field, water treatment systems have been marketed since 2024 to provide electrolyzers all over the world with high-purity water for the production of hydrogen. The challenges are especially demanding for facilities offshore or in the desert, for example due to salty water of extreme water hardness.

In this demanding environment, the Bosch systems use thermal and electrochemical processes to extract minerals from the water in order to produce high-purity water. Compared to systems based on reverse osmosis, Bosch systems do not require a filter medium for distillation. As a result, operators can dispense completely with the use of chemicals when treating salty water. In the coming years, Bosch plans to install several water treatment systems at its own locations in regions with severe water scarcity. For example, a processing plant at the Indian site in Bangalore is scheduled to go into operation in the first half of 2026.

Wastewater

Increasing the quality of our wastewater flows is also anchored as an ambition in our sustainability vision. Wastewater at Bosch is mainly produced in sanitary facilities and canteens (38 percent) and also in connection with cooling water (24 percent). Manufacturing accounts for 38 percent of the wastewater produced. Water is used here in electroplating as well as in washing systems and machining centers, among other areas. In 2025, Bosch's wastewater volume increased to 16.70 million m^3 (prior year: 15.25 million m^3).

Negative impacts from wastewater are mainly caused by foreign substances or excessive discharge temperatures. Within the strategic core topic of water, we are therefore working on further reducing wastewater flows and continuously improving quality. We recorded centrally where which quantities are generated, how they are treated, and where they are discharged. In 2025, 65 percent of the wastewater was discharged into the sewer system, 33 percent was fed directly into the surface water and 2 percent seeped away.

We have established standard processes in the company for monitoring local wastewater quality requirements and standards. One incident in which substances were released was reported through our incident management system in 2025. The impact on the environment was categorized as low.

At some sites, we carry out wastewater treatment in-house, using processes such as ultrafiltration to separate solids and liquids or physical-chemical treatment methods such as precipitation or distillation, depending on local conditions.

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Wastewater

Bosch Group 2023–2025, in millions of cubic meters

	2023	2024	2025
Bosch Group	**15.46**	**15.25**	**16.70**
Domestic wastewater	7.07	7.04	6.28
Process wastewater	8.39	8.21	6.35
thereof primary treatment	–	–	1.87
thereof secondary treatment	–	–	0.46
thereof tertiary treatment	–	–	0.34
thereof untreated	4.96	4.79	3.68
Cooling water	–	–	4.08

The Bosch Group records all water data worldwide via an internal IT system. The wastewater volume is calculated from the water withdrawal minus the total water consumption. Information on treatment is based on own measurements or reference values. Primary treatment involves the physical removal of suspended and floating substances – i.e. large particles, oils and fats – so that the wastewater can be sent for secondary treatment. Organic substances are broken down there and solids are reduced by biological treatment. Nutrients are reduced through a combination of chemical and biological treatment. In tertiary treatment, any remaining suspended, colloidal and dissolved components are removed, for example by granulate filtration.

Cooling water treatment in Bursa

At our plant in Bursa, Turkey, a project to reuse the blowdown water from cooling towers and reduce water withdrawal was implemented at the end of 2025. By using a wastewater treatment system, blowdown water from the cooling towers is now partially reused instead of being discharged into the sewage system. Processes such as ultrafiltration and reverse osmosis are used for treatment. Around 55 percent of the blowdown water is to be recovered and reused.

Other environmental impacts

T 19

Material sustainability topics: Pollution

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations on the management of IROs	Measures	Targets	Key figures
The unintentional release of pollutants at Bosch production locations (e.g. due to leaks) can lead to local limits being exceeded and to air, water and soil pollution. | S	○ ◑ ○	▸ Code of Conduct ▸ Guidelines of Work Safety and Environmental Protection ▸ Declaration of principles on human rights ▸ Principles of the organization and content on sustainability and EHS	▸ Use of environmental management systems	Regarding "pollution", it was decided to pursue the measures described continuously and not to set a time-bound sustainability target.	T 04
The unintentional release of pollutants in upstream production processes (e.g. due to leaks) further down the supply chain can lead to local limits being exceeded and to air, water and soil pollution. | S	◑ ○ ○	▸ Code of Conduct for Business Partners ▸ Declaration of principles on human rights ▸ Bosch Group Policy for Conflict Raw Materials ▸ Corporate social responsibility in the supply chain	▸ Use of a management system to implement due diligence obligations relating to human rights and the environment		
Improper use of such substances and materials at our own sites can lead to the release of SoCs/SVHCs[32] and thus to environmental pollution. | S	○ ◑ ○	▸ Design for Environment ▸ Declaration of principles on human rights ▸ Principles of the organization and content on sustainability and EHS ▸ Prohibition and declaration of ingredients	▸ Use of environmental management systems ▸ Use of a system for material data management		
Improper use of such substances and materials in upstream production processes further down the supply chain and improper product disposal can lead to the release of SoCs/SVHCs and thus to environmental pollution. | S	◑ ○ ◑	▸ Code of Conduct for Business Partners ▸ Declaration of principles on human rights ▸ Corporate social responsibility in the supply chain	▸ Use of a management system to implement due diligence obligations relating to human rights and the environment ▸ Dissemination of safety data sheets		
The improper use and disposal of products containing SoCs/SVHCs can lead to reputational damage with corresponding financial effects as well as fines due to environmental pollution. | S	○ ○ €	▸ Risk Management System (RMS) of the Bosch Corporate Group ▸ Internal Control System (ICS) of the Bosch Corporate Group	▸ Treatment of risks in accordance with the RMS and ICS procedures		

[32] Substances of Concern and Substances of Very High Concern

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks G and opportunities G.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Pollutant emissions can be released into the air, water and soil along the entire value chain, for example when primary raw materials are extracted in the upstream value chain and products are used in the downstream value chain. For example, air emissions can arise from production processes in our own operations.

In our sustainability vision, we have set ourselves the target of avoiding environmental damage along the value chain and ensuring the responsible handling of hazardous substances. Bosch wants to reduce pollutant emissions in production and has formulated clear minimum standards for its business partners. All business partners are required to comply with legal and Group-specific requirements and environmental protection standards. We expect them to set up and continuously refine, within reason, an environmental management system certified to ISO 14001 or a suitable environmental management system for the industry. Our business partners also undertake to comply with material compliance (see also “Complying with due diligence obligations relating to human rights and the environment | Risk management for implementing corporate due diligence obligations”).

Emissions in air, water, soil

We have analyzed which pollutants are produced in which quantities during the relevant business processes in manufacturing, such as surface treatment and foundry processes. The results show that 17 plants worldwide are subject to the European Pollutant Release and Transfer Register (E-PRTR). We are currently preparing to report the relevant emissions in accordance with the requirements of the Corporate Sustainability Reporting Directive.

Use of substances of concern

At Bosch, substances of concern (SoCs, including SVHCs) are all substances in production aids or products that could have a negative impact on human health or the environment. These include, for example, substances that are classified accordingly or are regulated by law, customer agreements or in-house requirements.

Internal regulations define the material compliance requirements and specify the organization and responsibilities. We are continuously working to identify permissible SoCs in our products and processes, adopt substitutes, and reduce or altogether avoid hazardous substances in the long term wherever possible. For example, where technically feasible, we intend to dispense with substances on the EU’s REACH candidate list in new developments. Our internal Design for Environment standard defines the requirements for handling SoCs in the product development process. If permissible SoCs are unavoidable in the production process for technical reasons, we conduct hazard assessments to ensure suitable protective measures are taken for safe handling of such substances.

No incidents in which SoCs or SVHCs were released were reported through our incident management system in 2025.

Systematic material data management

At present, there are more than 18,000 statutory, industry-specific, and customer-specific regulations worldwide governing materials restrictions and declaration duties, which are continually changing and becoming more extensive. Around 1,900 of these regulations are currently relevant for Bosch worldwide, including the European Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) or the Toxic Substances Control Act (TSCA) in the United States. The resulting requirements are monitored centrally as well as at

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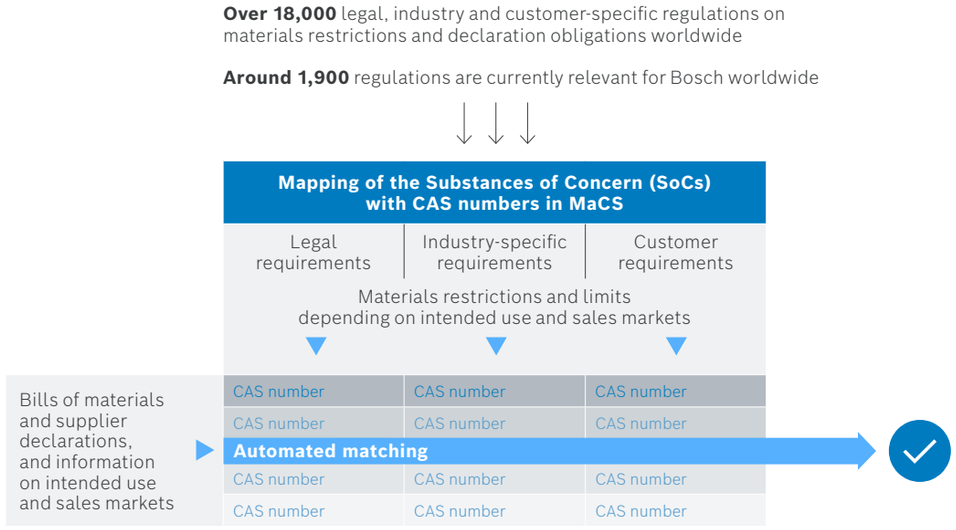
MaCS – Material Data Management for Compliance and Sustainability



division level so that any adjustment measures needed in response to any changes can be initiated in a timely manner.

We have built a central IT system – MaCS (Material Data Management for Compliance and Sustainability) – to efficiently manage materials restrictions, in particular for products. The Sustainability and EHS corporate department is responsible for the technical coordination and continuous development of the IT system and processes. All substances of concern are rendered in the MaCS system using distinct identifiers such as Chemical Abstracts Service (CAS) numbers. This approach takes into account the intended use and the respective sales market as well as information on materials restrictions or defined limits. MaCS currently covers more than 41,000 identification attributes. Algorithms that map the relevant materials restrictions and declaration regulations automate the process of matching bills of materials and associated supplier declarations against the pertinent requirements. To enable checks, MaCS maps the individual components of a product in the form of a bill of materials.

MaCS also includes information from the supplier declarations that is made available to us via systems such as the International Material Data System (IMDS), Compliance Data Exchange (CDX), and Bosch's declaration format. This information indicates the substances contained in the individual components as well as their concentration levels. By linking bills of materials and supplier declarations, it is possible to make accurate statements about the substances contained in each component. The nature and scope of declaration requirements Bosch has to fulfil with regard to SoCs and SVHCs in materials are regulated uniformly and bindingly for all suppliers in Bosch's standard N 2580-1.

SOCIAL

Social

As a globally operating company, Bosch takes its social responsibility seriously. We respect human rights in all business activities and throughout our entire value chain.

Bosch is a globally operating company and its business activities impact people and the environment in different ways. We have assessed our potential and actual negative and positive impacts as well as risks and opportunities (hereinafter referred to as IROs) in connection with sustainability – as explained in the section "Double materiality assessment". The identified IROs and a summary of the associated regulations, measures, key figures and targets are described in more detail in the following chapters.

Regulations

Impacts arise both in our own operations and in the upstream and downstream stages of the value chain. Our approach is to avoid, reduce or, as far as possible, prevent negative impacts. Company-wide regulations address the IROs identified as material in the areas of "Own workforce", "Workforce in the value chain" and "Consumers and end users". Regulations relating to specific topics are presented in the corresponding chapters.

In the "Basic principles of social responsibility at Bosch", which have been made publicly available, the board of management of Robert Bosch GmbH and the employee representatives undertake, among other things, to comply with internationally recognized human rights, particularly with regard to equal opportunities, fair working conditions, and global standards in occupational health and safety. The principles are based on the core labor standards of the International Labour Organization (ILO) and describe a globally valid, uniform minimum standard for the Bosch Group's own business activities. They were developed in cooperation with the European works council of the Bosch Group and the International Metalworkers' Federation, which enabled the interests of the associates to be effectively represented.

The Code of Conduct is an integral component of our corporate culture and provides guidance for our daily actions. It describes how we reduce our impact on people and the environment along the entire value chain and addresses topics such as health and safety in the workplace, a respectful working environment, diversity, equity and inclusion as well as human rights and social responsibility. The topics of product compliance, data protection and information security as well as cybersecurity are also covered by our Code of Conduct. The Code of Conduct applies to all associates of the Bosch Corporate Group.[33]

The Bosch Code of Conduct for Business Partners obliges our business partners to comply with social and environmental standards. The Code of Conduct covers social standards in the following areas: human rights, child and forced labor, freedom of association, equal opportunities and fair conduct, fair working conditions and occupational health and safety.

The social and environmental standards and processes described are based on the Ten Principles of the United Nations Global Compact, the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. The Code of Conduct applies to business partners of the Bosch Corporate Group.[33]

The Declaration of Principles on Human Rights in the Bosch Group defines the company's commitment to respecting human rights in its own business activities and supply chains (further information in the section "Complying with due diligence obligations relating to human rights and the environment").

[33] The company BSH Hausgeräte GmbH has developed its own Code of Conduct for associates and its own Code of Conduct for Suppliers.

Bosch as an employer

T 20

Material sustainability topics: Own workforce

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations for the management of IROs	Measures	Targets	Key figures
Attractive working conditions, such as remuneration in line with the market and individual working time models, contribute to job satisfaction. | S	○ ● ○	▸ Code of Conduct ▸ Basic principles of social responsibility at Bosch ▸ Rewards ▸ Occupational employee benefit programs	▸ Regular review of the remuneration level compared to the market	Increasing employer attractiveness: Placement among the top 1 percent in the Forbes World's Best Employers Ranking by 2030 (baseline year 2025)	T 21, T 23
The training and development of associates worldwide improves qualifications, enables individual development and contributes to long-term employability. | S	○ ● ○	▸ Associate development ▸ Competence and training management	▸ Systematic competence management ▸ Annual associate development dialogues ▸ Associate development programs		T 26
Promoting diversity, equity and inclusion supports a sense of belonging and boosts the motivation and job satisfaction of associates. | S	○ ● ○	▸ Code of Conduct ▸ Basic principles of social responsibility at Bosch ▸ Declaration of principles on human rights	▸ Dialogue formats and training programs ▸ Seminar and mentoring programs ▸ Organization of Diversity Days ▸ Support for internal and external networks	Increasing the proportion of female executives to 25 percent by 2030 (baseline year 2018)[34] Increasing the proportion of female executives in top management to 19 percent by 2030 (baseline year 2024)[34]	T 24, T 25
Any type of violence or discrimination based on individual characteristics such as origin, orientation, gender or political opinion has a negative impact on the well-being of associates. | S	○ ◑ ○	▸ Code of Conduct ▸ Basic principles of social responsibility at Bosch ▸ Declaration of principles on human rights	▸ Use of a management system to implement due diligence obligations relating to human rights and the environment		
Restrictions on freedom of association can impair social dialogue within the company and go hand in hand with poorer working conditions and a decline in the well-being of associates. | S	○ ◑ ○				
Cases of forced and child labor can cause considerable harm to those affected. | S	○ ◑ ○				

[34] We strive to achieve these targets. Bosch complies with local laws and makes employment decisions based on merit and performance, not gender or other protected characteristics.

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks Ⓒ and opportunities Ⓒ.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations for the management of IROs	Measures	Targets	Key figures
If occupational health and safety regulations are not sufficiently observed or are violated, this can lead to work-related accidents with serious health consequences and even fatalities. | S	○ ● ○	▸ Code of Conduct ▸ Basic principles of social responsibility at Bosch ▸ Guidelines of Work Safety and Environmental Protection ▸ Declaration of principles on human rights ▸ Principles of the organization and content on sustainability and EHS	▸ Use of occupational health and safety management systems ▸ Development of preventive and remedial measures in expert groups ▸ Internal audits	Reducing the accident rate to 1.45 accidents per 1 million hours worked or less by 2025 (baseline year 2017) Reducing the rate of recordable work-related accidents by 5 percent by 2030 (baseline year 2025)	T 25, T 28, T 29
If occupational health and safety regulations are insufficiently observed or violated, this can lead to the health and safety of associates being impaired. | S	○ ◑ ○				
Weaknesses in processes to ensure data protection and individual misconduct can lead to the privacy of associates being violated. | S	○ ◑ ○	▸ Code of Conduct ▸ Information security and data protection	▸ Use of a combined management system for information security and data protection[35]		
Breaches in the protection of associates' personal data can result in fines and reputational damage. | S	○ € ○	▸ Risk Management System (RMS) of the Bosch Corporate Group ▸ Internal Control System (ICS) of the Bosch Corporate Group ▸ Information security and data protection	▸ Treatment of risks in accordance with the RMS and ICS procedures in the specific form of the combined management system for information security and data protection[35]		

[35] Information on this topic can be found in the section "Cybersecurity, information security and data protection".

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks G and opportunities G.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Bosch is transitioning from a manufacturer of technology hardware to a provider of connected hardware, software, and services. To actively shape this change, we are purposefully developing our corporate culture and are empowering our associates to acquire new competencies. At the same time, we are creating the conditions to win new talent for high-growth areas. Our HR strategy sets the framework for this. We want to use it to shape the ongoing changes as part of the transformation in a responsible, socially conscious and future-oriented manner.

As an attractive employer, we believe that our associates should be able to develop their full potential, have the ability to make decisions, show a willingness to take on responsibility and be able to work flexibly and independently. Continuous professional and personal development, flexible and modern working conditions, a trusting, diverse and inclusive culture of cooperation and a safe and healthy working environment form the foundation for this.

Our positioning as an employer of choice and our commitment to diversity, equity and inclusion are anchored in our sustainability vision. The Human Resources corporate department is responsible for defining the content-related parameters for HR management in the countries where Bosch operates.

Bosch holds 24th place in the Forbes World's Best Employers Ranking 2025 and is therefore in the top three percent in this ranking. We want to further improve this position by 2030. Because, in order to achieve our corporate targets by 2030, Bosch must be attractive to the best talent – and they only choose the best companies as employers. With this in mind, we have set ourselves the target of being among the top one percent of the most attractive employers in the Forbes World's Best Employers Ranking by 2030 – worldwide and across all industries. These and other awards are listed online.

T 21

Target to increase employer attractiveness of the Bosch Group

Target	Target year	Target value	Unit	Baseline year	Baseline value	2025
Placement among the top 1 percent in the Forbes World's Best Employers Ranking by 2030	2030	TOP 1	Percent	2025	TOP 3	TOP 3

Assessment of the Bosch Group in the annual Forbes World's Best Employers Ranking. The basis for the assessment in 2025 was an anonymous online survey on criteria such as likelihood of recommendation, salary, career opportunities, work-life balance and company reputation.

Employment at Bosch

Bosch employs about 402,000 people worldwide. To enable flexible staffing, 2.9 percent of the workforce have time-limited employment contracts.[36] As a rule, they have the same training opportunities as associates with permanent contracts.

In addition, the company employs roughly 11,400 subcontracted workers. Bosch uses subcontracted workers when there is a staffing need that cannot otherwise be met. There is no restriction on the use of subcontracted workers, for instance, in direct functions such as manufacturing and logistics. Whenever the company draws on subcontracted workers, Bosch gives due regard to compliance with legal framework conditions, such as the German Temporary Employment Act (Arbeitnehmerüberlassungsgesetz) and any collective bargaining agreements. If there are vacancies in the company, associates with time-limited employment contracts or subcontracted workers are considered within the applicable legal requirements and if they are equally suited.

T 22

Associates

Bosch Group, as of December 31, 2025

	2025
Bosch Group incl. HC acquisition	412,774
Bosch Group without HC acquisition	402,271
Turnover of the Bosch Group without HC acquisition [in %]	10.8

The number of associates is recorded in local or country-specific IT systems and reported to a central IT system. There, the reports of the legal entities are consolidated according to the consolidated group of the Bosch Group in the annual financial statements at the values per country, region or the entire Bosch Group. Further key figures on associates are generally collected via a central query of the Bosch Group's legal entities based on the number of associates stated in the annual financial statements.

[36] Associates who joined the Bosch Group as a result of the HC acquisition are not included in the reported key figures (for details of the HC acquisition, see "About the report"). Associates are persons who have an employment or training relationship with a legal entity of the Bosch Group. The key figures cover all types of employment relationships, i.e. they include both full-time and part-time associates as well as associates with fixed-term or permanent employment contracts. Any deviating reporting is explained in the footnotes to the tables.

In an increasingly competitive labor market, it is vital that we attract the best talent and make sure they remain enthusiastic about Bosch in the long term. We offer career-entry opportunities at Bosch for high school graduates (internships, occupational training, and dual study programs) and students (internships, student traineeships, and final theses). Bosch also offers graduates and experienced professionals access to diverse fields of work.

It is also extremely important for us to recruit, develop and retain young talent for both specialist and management careers. The “Graduate Specialist Program” and the “Junior Managers Program” are therefore specially designed as entry-level programs to promote these target groups and support their development.

The HR strategy defines our recruitment activities, which are geared towards the needs of the specialist departments and the expectations of the target groups. We use a variety of formats to reach out to potential applicants. These range from career channels online and in social networks to national and international career fairs, through to events at colleges and universities.

HR work in the transformation

The automotive industry is undergoing a profound upheaval. The technological change in the context of more sustainable mobility, as well as economic changes, also require Bosch to adjust its workforce. Our objective is to make this transition in a manner that is as socially acceptable as possible. This commitment is enshrined in collective bargaining agreements with employee representatives, for example, and in a combined works agreement governing how crisis situations are dealt with. As a responsible employer, we want to cooperate with the employee representatives in the interest of our associates to find constructive solutions to save jobs.

As the various business units and locations are affected in different ways by current developments, we create targeted solutions. One example is the dedicated platforms that have been specifically set up for Bosch to refer associates internally (potentially after the requisite training) or externally to other employers. We make adjustments in particular based on natural turnover, early retirement, and voluntary redundancy on the basis of severance pay. We also give our associates the opportunity to reduce their weekly working hours and agree on part-time hours.

Agreements on the transformation of company locations were also concluded and continued with local works councils in 2025, for example at the Schwäbisch Gmünd, Hildesheim, Abstatt, Leonberg and Leinfelden sites. The number of associates who make use of the voluntary offers is an indicator of the attractiveness of the respective individual measures.

Against the backdrop of the company’s transformation, we are stepping up our initiatives for training and the placement of our associates across different business fields. Various programs set up in 2018 have provided around 5,000 associates from our powertrain business with further qualifications, opening up new career prospects for them. In 2024, we extended these programs to the entire Mobility business sector. The initiatives also extend beyond our own company. We have joined forces with around 90 companies in the “Allianz der Chancen” to be able to move people directly from job to job. In addition, we already provide our associates with corresponding placement offers at seven locations through our in-house platforms.

We proactively support the digital transformation as well through various initiatives, such as “Lern-Werk,” “Digital Talent Academy,” and “Wissensfabrik,” and enable various target groups in manufacturing and occupational training to acquire the corresponding skills.

In addition, we actively support our managers and associates in successfully mastering the transformation process through established learning and reflection formats. With these offers, we promote the mental strength and stability of our associates, their self-efficacy and the exchange of ideas among each other.

Collaboration with employee representatives

Bosch has a tradition of maintaining open and constructive dialogue with employee representatives. We are convinced that it is only with their cooperation that we can implement the change processes needed to secure our competitiveness.

Collective agreement on transformation training

Learning is of strategic importance for Bosch in order to successfully shape the digital transformation and the mobility transformation. Against this backdrop, Bosch and the Verband der Metall- und Elektroindustrie Baden-Württemberg (Metal and Electrical Industry Association) have concluded a collective agreement on transformation training with IG Metall in 2025. It applies to Robert Bosch GmbH and its subsidiaries – with the exception of BSH Hausgeräte GmbH – and also applies in other German states.

Bosch sees the new collective agreement as a key component of its strategy to proactively shape structural change and prepare associates for the challenges and opportunities of new technologies and business areas. The salary protection provided by the training allowance, supplemented by company subsidies, creates financial security for the training phases.

The framework for this cooperation as well as the corresponding agreements are defined by internal company policies. Among other matters, they lay down regulations in accordance with ILO conventions 87 and 98, which guarantee associates' freedom of association and the right to collective bargaining. They also provide for the appointment by the company of a negotiating partner for existing employee representatives.

As part of a transparent and open information and communication policy, the employee representatives are informed in a timely manner and with due regard to the relevant facts and national regulations. Any restrictions on the rights of employee representatives are ascertained in particular in cooperation with the combined works council and the European and international employee representatives.

Particularly the colleagues responsible in the regions engage locally with employee representatives and the relevant organizations. At the same time, we are continuously committed to making progress in the respective countries. If there are obstacles at local level to implementing our standards, the HR corporate department deals with the issue and works toward finding a solution that achieves the greatest possible consensus according to our principles. An established process is in place for handling complaints by the international network of employee representatives.

Collective bargaining agreements

Practically all Bosch sites in Germany have a works council and the associates are subject to works agreements. Only a few small units are the exception to the rule. Collective bargaining agreements are in effect for practically all units at Bosch in Germany, covering approximately 97,500 associates, or around 79 percent of the workforce. On account of the general validity of original national or combined works agreements, even for locations without a works council, all associates of Bosch in Germany are also covered by collective agreements. The only exception to this rule are senior executives. Bosch has also concluded collective bargaining agreements in numerous countries outside Germany, both within the EU and elsewhere, including Turkey, Malaysia, Serbia, Japan, and India.

European works councils provide institutionalized cross-border employee representation in Europe. In accordance with the respective national regulations, there are local employee representatives in many other countries, such as China and India, for example.

Associates are informed about collective bargaining and the corresponding agreements through notices and digital media. Trade union rights are safeguarded and taken into account at works meetings, among other things. Trade unions can also inform the workforce using notices and posters.

Regular surveys of associates

Our impact: feedback landscape gives the workforce the opportunity to express their opinions and initiate change. The results serve as an indicator for the successful further development of the organization and are used for strategic alignment and the derivation of appropriate measures. Regular surveys and the modular structure of our feedback landscape allow us to identify trends in the development of our corporate culture at an early stage. This enables us to enter into a timely and targeted dialogue with associates and jointly tap into potential for improvement.

As a full global survey, the Bosch Pulse Check is used to measure associate satisfaction, among other things. The survey was conducted for the first time in 2024 and is repeated annually. The results of the 2025 survey show where we stand: the engagement score, which is made up of several factors and serves as a measure of job satisfaction, is 67 percent (2024: 70 percent). Here, the announcement of comprehensive restructuring measures had an impact on the survey results. The results at Group level show high approval ratings for well-being at work, sense of belonging, loyalty, and employer attractiveness. The survey results are elaborated together with recommended actions for the board of management and the associates with operational responsibility. They are also shared with all participating executives and are used as a basis for dialogue between supervisors and associates.

If required, other survey elements allow specific topics such as leadership, teamwork or well-being at work to be explored in greater depth.

G 18

Elements of the "impact:" feedback landscape

Remuneration and fringe benefits

Bosch has established principles applicable worldwide governing fair pay in line with market conditions. The internal central directive "Rewards" defines binding principles and regulations for all legal entities of the Bosch Corporate Group worldwide that must be observed when designing, applying and reviewing remuneration and fringe benefits.

These principles are based on our fundamental principles of "Position, Performance, Person" (3Ps) and "Fair Pay". This framework ensures that remuneration is linked to clear criteria and to individual and collective success. This ensures a level of remuneration in line with the market for all associates, while allowing for local adjustments to strengthen our competitive position. The remuneration systems within these defined basic principles can therefore vary depending on the operating unit, region, country and location. Important principles of our remuneration policy are:

- **Legality:** We are committed to paying all associates in our own workforce worldwide remuneration and social benefits that comply with all national or local legal standards, regulations or collective agreements (e.g. statutory minimum wage regulations). Payroll deductions are only made in accordance with local law. Wages and benefits are paid on time. For each payroll period, associates receive a timely and comprehensible paycheck in accordance with local standards.
- **Market orientation:** The remuneration fulfills both the market requirements to be competitive and the requirements arising from the business strategy. In order to achieve a remuneration level in line with the market, we are guided by the market median for comparable tasks. The data is generally based on a survey of the overall market by a global service provider. As far as possible, the analysis of market requirements and the market comparison are not limited to individual elements, but refer to total remuneration (sum of cash remuneration including incentives and benefits).
- **Equal pay for work of equal value:** The design of our remuneration systems is independent of gender, age, disability, ethnic origin, religion or sexual orientation or other non-job-related, protected characteristics. If the requirements and tasks are comparable, we make no distinction in the remuneration level for male and female associates. This principle is structurally anchored in our remuneration systems through job evaluation and regular reviews.
- **Performance orientation:** Our system links remuneration both to collective success (e.g. uniform global Bosch Performance Bonus for the management group and regionally different participation in the corporate success of all other associates through variable remuneration components) and to individual performance.
- **Transparency:** Our processes for determining remuneration are designed to be as comprehensible as possible for applicants, associates and managers.
- **Fringe benefits:** We use our benefit program as a strategic instrument to promote sustainability targets and climate action in particular. We offer our associates mobility solutions that systematically support CO_2 reduction (see also "Environment | Mobility of associates"). In addition, health and well-being benefits are intended to ensure the physical and mental fitness and satisfaction of our associates in the long term. Benefits are managed on a country or location-specific basis based on the globally defined focus areas of mobility, flexible working, transitional benefits, health and well-being and are tailored to the needs of the local workforce.

Company pension commitments

Taking into account the respective national legal, economic and customary conditions, Bosch grants its associates worldwide commitments to company pension benefits in the event of retirement, surviving dependents, disability and illness. The central directive "Occupational employee benefit programs" defines globally uniform and binding principles for the legal design, financing and organization of company pension schemes – regardless of whether the pension commitment granted is based on a legal obligation or a voluntary decision by the Bosch Group. The aim of this central directive is also to manage the obligations, risks and costs associated with company pension schemes.

Work-life balance

Bosch supports its associates in striking a balance between their individual career goals, personal lifestyle, and private goals. With this in mind, we are promoting the flexibilization of when and where associates work in compliance with the legal requirements and according to operational needs. Accordingly, many different working time models are used in the Bosch Group across all hierarchy levels, including part-time work or job sharing. Mobile working is now firmly established at Bosch.

T 23

Part-time associates

Bosch Group 2023–2025, by region and gender

	2023	2024	2025
Bosch Group	**25,875**	**21,420**	**21,304**
By region			
Europe (excluding Germany)	5,686	4,934	4,926
Germany	18,905	15,671	14,821
Americas	626	613	1,391
Asia-Pacific (including other countries, e.g. in Africa)	658	202	166
By gender			
Women	14,842	14,026	13,208
Men	11,033	7,394	8,096

The key figures are collected via a central query of the Bosch Group's legal entities on the basis of the number of associates stated in the annual financial statements.

We also offer childcare at specific locations as well as the option to take parental leave or leave of absence to care for family members. In addition, associates can take sabbaticals, special leave, or paid leave in special circumstances. In principle, the aforementioned offers are also available to associates with time-limited employment contracts.

Diversity, equity, and inclusion

At Bosch we value the uniqueness of every human being and consider diversity to be critical to our business success. We are convinced that teams with a range of perspectives, educational and cultural backgrounds, as well as personal qualities, often produce better and more innovative results, and that mutual appreciation of all associates is beneficial for the work climate. That is why diversity, equity, and inclusion (DEI) are firmly anchored in our "Be#LikeABosch" mission statement.

Our aim is to foster a culture of equity and inclusion in which associates are valued for their knowledge, skills, experience and cultural background. Our DEI vision "United by Difference" serves as a guiding principle for strategic decisions, operational processes and the development of corporate culture at Bosch worldwide – a culture in which all associates are encouraged to contribute to a safe, fair and inclusive working environment.

Bosch became a signatory to the Diversity Charter as early as 2007. Our Code of Conduct underscores that Bosch respects and protects the personal dignity of each individual, tolerates neither discrimination nor harassment, and promotes diversity, equity, and inclusion. Our understanding of DEI is anchored in further strategic and operational guidelines.

By establishing a central project team, Bosch integrated its commitment into the organization already in 2011. Project management reports directly to the member of the board of management with responsibility for human resources and social welfare. This ensures clear reporting channels and the strategic alignment of the DEI strategy and the respective initiatives at board of management level.

The central team is responsible for further developing the Group-wide DEI strategy. It accompanies and supports the Bosch companies worldwide in the implementation of the strategy and promotes associate networks and cooperation in order to anchor principles of inclusion throughout the organization.

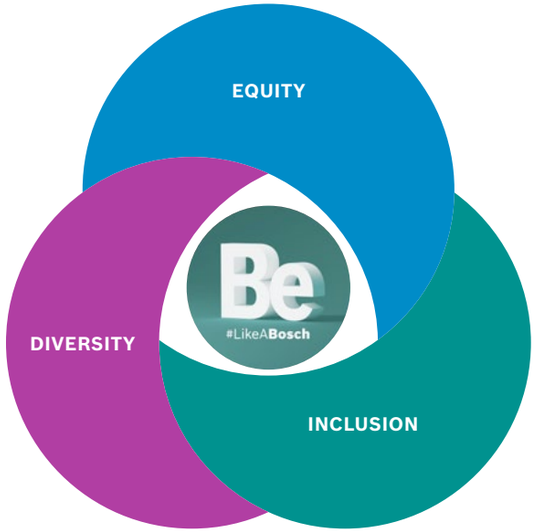
In addition, the team works with a network of stakeholders, including the DEI Booster Board, which is made up of members from various organizational units, countries and hierarchical levels up to the board of management. The Booster Board serves both as a sparring partner for strategic issues and as an amplifier to drive DEI forward within the company. In addition, DEI coordinators within Bosch worldwide support the implementation of the DEI strategy locally.

G 19

"United by Difference": Strategy to strengthen diversity, equity, and inclusion

We value diversity and consider the uniqueness of every person – in their perspectives, educational and cultural backgrounds, as well as personal qualities – to be critical to our business success.

- **Gender diversity**
  We aim to overcome potential barriers to ensure equal opportunities for everyone who joins and grows with our company.
- **Cultural diversity and internationality**
  We support internationality and cultural diversity by promoting a global mindset at all organizational levels.
- **Generations**
  We collaborate across generations, recognizing the uniqueness of our associates as well as the strengths of different life experiences and adapt our tools and leadership culture accordingly.
- **Diversity of physical and mental abilities**
  We support the diverse abilities and neurodiversity of our associates.



We are committed to providing equal opportunities so that all associates can develop their full potential.

- **Zero tolerance for discrimination**
  At Bosch, we do not tolerate any form of discrimination, harassment or bullying of any kind.
- **Equal opportunities**
  We are committed to raising awareness of and reducing bias and offering equal opportunities to all associates so that everyone can unleash their full potential.

We promote an inclusive working environment and a culture in which all associates can flourish and contribute to our "Invented for life" purpose.

- **Unique strengths**
  We strive to recognize and leverage each person's unique strengths to improve team performance.
- **Sense of belonging**
  We cultivate a sense of belonging and well-being.

Strategy to strengthen diversity, equity, and inclusion

Bosch's DEI strategy was further developed in 2024 by the project team in collaboration with the regional and country organizations and the divisions based on existing approaches. Clustered in diversity, equity and inclusion, our strategy is characterized by eight core topics with which we aim to realize our vision of "United by Difference" (see G 19).

This forms the basis for business unit-, country- or region-specific strategies that are adapted to the respective cultural, legal and organizational circumstances. The global team supports the respective implementation and the tracking of progress. This also applies to Bosch-wide initiatives.

The individual core topics of the DEI strategy and the associated measures are integrated into relevant global guidelines and processes that shape cooperation within the company. Mechanisms have also been implemented to prevent discrimination and harassment. Corresponding training programs and other learning formats for associates, executives and HR professionals are available all over the world. All associates are offered mentoring programs and coaching, which also cover individual development goals.

Annual events such as the Diversity Days and the Global Disability Conference promote open dialogue and enable associates to share different personal experiences. In addition Bosch offers several formats that promote dialogue and enable feedback. These include the Contribution Dialogue and the Compliance Dialogue as well as the feedback landscape impact:.

Bosch also actively supports engagement in associate networks in order to promote exchange and cooperation throughout the company. Associate networks are groups of people with similar backgrounds or experiences and allies who share a common interest in improving an inclusive corporate culture and supporting business impact. These networks are open to all Bosch associates. Bosch also works with various networks and initiatives outside the company that share the Bosch values. External partners are listed on our Website.

Making development measurable

As an indicator of an inclusive working environment, Bosch measures an inclusion index, which has been collected since 2024 as part of the annual associate survey (Bosch Pulse Check) and serves as a key figure for inclusion at Bosch. In 2025, the corresponding figure was 75 percent (prior year: 76 percent) – we want to achieve an inclusion index of 86 percent by 2030.

In 2025, the workforce at Bosch included 28.2 percent of women (prior year: 28.9 percent), and the proportion of female executives was 21.1 percent (prior year: 20.4 percent). Bosch has set an aspirational target of increasing the proportion of female executives to 25 percent by 2030.

Furthermore, from 2025 onwards, we aim to increase the proportion of female executives in top management to 19 percent by 2030 (baseline year 2024). The current proportion is 15.1 percent. Bosch complies with local laws and makes employment decisions based on merit and performance, not gender or other protected characteristics.

Due to legal requirements in Germany, targets apply for the proportion of women on the supervisory board, on the board of management, and in the first two management tiers below the board of management at Robert Bosch GmbH and the co-determined subsidiaries based in Germany. For further details, see the 2025 annual report (page 38 et seq.).

T 24

Proportion of women

Bosch Group 2023–2025, in %

	2023	2024	2025
Bosch Group	28.8	28.9	28.2
Board of management of Robert Bosch GmbH	16.7	25.0	25.0
Top management	–	14.7	15.1
Management	20.0	20.4	21.1

The key figures are collected via a central query of the Bosch Group's legal entities on the basis of the number of associates stated in the annual financial statements.

T 25

Targets for increasing the proportion of women in the Bosch Group

Target	Target year	Target value	Unit	Baseline year	Baseline value	2024	2025
Increasing the proportion of female executives to 25% by 2030 (baseline year 2018)	2030	25%	Percent	2018	16.1	20.4	21.1
Increasing the proportion of female executives in top management to 19% by 2030 (baseline year 2024)	2030	19%	Percent	2024	14.7	14.7	15.1

Bosch has set these targets as aspirational and on a voluntary basis for the Bosch Group. Executives include associates in management roles in both specialist and executive career paths. Executives in top management include associates at the Vice President and higher management levels. Both aspirational targets were defined on the basis of the proportion of women in the overall workforce as well as expert assessments and industry comparisons. Bosch complies with local laws and makes employment decisions based on merit and performance, not gender or other protected characteristics.

Learning and development

New or changing business models and the use of digital technologies require our company to consistently adapt and transform. Our associates are called upon in this regard to continually acquire new skills and to adapt their qualifications and training to current and future requirements. Bosch supports them in this through competence management and various learning programs.

The internal central directive "Associate development" regulates the application of the various processes and tools. It is binding for the Bosch Corporate Group and aims to ensure worldwide minimum standards for the quality of associate development at Bosch.

Our competence management forms the basis for associate development and promotion at Bosch. The systematic process serves to identify professional and methodological competences and help associates to develop. In this way, we want to ensure that the required competencies, in other words the attributes, skills, and behavior, which are key to successfully dealing with current and future tasks, are available in the right place at the right time. At the same time, we want to support associates in achieving their individual development and career targets and strengthen our attractiveness as an employer.

The competence model is applied in different formats that support our associates in their personal development:

▸ Contribution Dialogue

As part of the annual performance review, executives and associates of indirect areas look back over what was achieved in the past year, and jointly discuss targets for the year ahead. Staff appraisals can also take place in other areas. Around 290,800 such dialogues were held in 2025 (including development dialogues).

▸ Development Dialogue

The development dialogue takes place between associates and their line manager, the next higher executive, and their HR business partner. It deals with the associate's medium- to long-term development goals and sets out the course for their achievement.

▸ Talent & associate review

Once a year, executives, experts, and HR business partners discuss the potential of their associates. The aim is to identify and advance talent at an early stage.

▸ Talent Pool

The "Bosch Talent Pool" is a key instrument for personnel development. Associates with the potential for an expanded scope of duties and more responsibility can be nominated worldwide via managers and HR business partners. Self-nomination for the selection process is also possible.

Talent Pool members take part in training programs to prepare for the requirements of the next-higher level and have the opportunity to network across sectors. In 2025, the Talent Pool included roughly 9,500 associates.

The corresponding "Talent Development Programs" are designed to support career development and prepare members for their new role within around three years. The program offers structured training programs, networking, career planning and mentoring. Associates who show increased potential for management positions are supported by an additional fast-track program. Our involvement extends across all business areas. Programs for direct associates, for example in production or logistics, are tailored to specific locations and local needs.

Continuous learning strategy

In addition to the measures already mentioned, which are aimed at taking on greater responsibility, Bosch supports the continuous learning process for all associates as a "learning company". They can use learning programs to acquire the necessary knowledge quickly and flexibly. We strengthen their employability in this way, help shield Bosch from the shortage of available skilled labor, and secure the company's capacity for innovation and competitive position into the future.

The internal central directive "Competence and training management" regulates the corresponding requirements and the competence development process. This requires all organizational units to derive strategic competencies and learning needs from the corporate strategy in an annual cycle and to define role-based curricula, which are then assigned to associates and tracked during implementation. This is intended to ensure that all associates have the necessary skills for their tasks. At the same time, Bosch uses the central directive to create an appropriate system to fulfill the corresponding requirements of ISO 9001 and IATF 16949 in particular. The central directive is binding for the Bosch Corporate Group.

Our strategy for continuous learning focuses on two areas:

▸ Smart learning via digital platforms

We invest in digital learning platforms and harness the possibilities of artificial intelligence to constantly offer our associates suitable learning opportunities. This allows them to acquire new knowledge at a time and place that suits them and at their own pace. In-person seminars are transformed into "learning journeys," consisting of various digital or social learning formats that can be completed individually or in groups.

All indirect associates worldwide have access to our Bosch internal training portal with over 21,000 different training courses in English and the local language, which are assigned to specific target groups. Direct associates, e.g. in production, are given their own training plans and receive regular training in on-site training centers. In addition, our associates have access to online learning platforms (e-universities) with a variety of learning content and the means to obtain science and business knowledge in a self-managed format.

▸ Self-managed learning and mutual learning

There are a variety of learning formats, some informal or self-managed by associates, in which participants can share their knowledge in a network. Internal learning platforms leverage the expert knowledge available at Bosch anywhere and anytime. “Days of Learning” are also held annually in various business sectors.

In 2025, training measures amounted to an average of 16 hours per associate. All measures are systematically evaluated. The associate feedback is made available to the providers and taken into account in revisions. In addition, the Learning Management System permits effectiveness audits in accordance with ISO for all formal training measures. In 2025, Bosch invested 227 million euros (prior year: 252 million euros) in training for its associates. The use of digital learning platforms and AI allows us to reduce training expenses while simultaneously increasing the training hours per associate.

Associates who are motivated to undertake personal external further training have the opportunity to take advantage of various subsidies for external further training, depending on the country. In Germany, for example, external vocational and academic qualifications are either sponsored with 50 percent cost coverage or supported with a monthly payment via the Bosch training scholarship.

T 26

Training

Bosch Group 2023–2025

	2023	2024	2025
Average training hours per associate	15.4	14.0	16.0
Expenditure on training (in million euros)	277	252	227

All associates have access to training and are included in the assessment of training hours and expenditure, including full-time, part-time and temporary staff, as well as subcontracted workers. The training hours are collected via a central query of the Bosch Group’s legal entities on the basis of the number of associates stated in the annual financial statements. The legal units record the training hours in internal IT systems.

Occupational health and safety

Measures to protect and promote associates’ health and provide a safe working environment at all times have always been a top priority for Bosch. Internal regulations define the relevant principles, organization and responsibilities within the Bosch Group (see “Principles of the organization and content on sustainability and EHS” and “Guidelines on Work Safety and Environmental Protection”).

As of the end of 2025, 241 out of the 257 relevant production and development locations[37] had already implemented an occupational health and safety management system according to ISO 45001, of which 97 percent had been certified (see T 27). As a result, around 96 percent of the workforce currently work at production locations and development locations (with material responsibility) that have an implemented occupational health and safety management system. Our approach remains to use certified occupational health and safety management systems at all relevant locations.

We carry out an in-depth analysis of any work-related accidents causing at least one day of downtime – irrespective of whether Bosch associates or third-party staff are involved. In the event of serious accidents, special analysis methods are used to perform a detailed investigation of the root causes and to derive specific measures.

[37] The disclosures on the occupational health and safety management systems applies to production locations and development locations (with material responsibility) with more than 50 associates and that have been included in the consolidated group for more than three years.

T 27

Occupational health and safety management systems (OHSMS)

Bosch Group 2023–2025

	2023	2024	2025
Production locations and development locations[37]	**247**	**252**	**257**
Occupational health and safety management system implemented according to ISO 45001	237	241	241
Occupational health and safety management system certified according to ISO 45001	225	234	234

Bosch records EHS data, such as information on occupational health and safety management systems, worldwide via an internal IT system.

Based on internal regulations, workplace or activity-related hazard assessments are also carried out regularly. These are used as a basis for determining any preventive and protective measures needed, and our associates are instructed accordingly.

Clearly defined regulations governing responsibilities and processes apply to occupational safety also when we use external companies at our sites. In this regard, we have set down key EHS requirements for suppliers in our Terms and Conditions of Purchase. In addition, our service providers also agree to name a person in charge of ensuring compliance with the supervision and control duty. As part of internal audits, we check whether the requirements and defined protective measures are being complied with.

Since 2017, Bosch has reduced the accident rate from 2.31 accidents per 1 million working hours to 1.44 in 2025. Based on this, we want to reduce the rate of recordable work-related accidents by a further 5 percent by 2030.

To our great regret, three employees from external companies died in accidents at Bosch sites in 2025. In our occupational safety activities, we continue to place a clear focus on accident prevention at external companies. Based on the already clearly defined responsibilities and processes, a group of experts developed additional measures to prevent accidents for the use of external companies on Bosch premises. One focus here was on occupational safety during electrical work. With this in mind, we have defined four fields of action for 2025. In addition to strengthening the responsibility of managers, we are now focusing on an increased number of audits for external companies, digitalized tracking of results and improved requirements management. In order to take country-specific requirements into account, the respective measures are implemented by regional teams within the expert group.

Training and awareness-raising

In addition to our EHS competence management and regular instructions and trainings, we organize campaigns with a different focus each year in order to raise awareness of occupational safety among our associates. One of the focal points is accident prevention in customer service. We established an expert group for this purpose back in 2023. Since then, specific campaigns and measures have been implemented in the divisions to address the respective risks and requirements.

In the Bosch Building Technologies and Home Comfort divisions, the focus is on optimizing personal protective equipment and comprehensive awareness campaigns to raise awareness of safe working practices. For example, Bosch Building Technologies provides technical field service associates in Germany with an app that gives them direct access to the latest news and technical documents when they are at the customer's premises or on construction sites. In October 2025, the app was expanded to include occupational safety topics. Users can now find operating instructions for work equipment, information on hazardous substances and contact information of experts and company doctors with just a few clicks. In future, push notifications will also be sent for accident black spots. In addition to Bosch Building Technologies, the Bosch Home Comfort Group also uses an app to inform associates in the field.

T 28

Occupational health and safety targets of the Bosch Group

Target	Target year	Target value	Unit	Baseline year	Baseline value	2024	2025
Reducing the accident rate to 1.45 accidents per 1 million hours worked or less by 2025 (baseline year 2017)	2025	≤ 1.45	Accidents per 1 million hours worked	2017	2.31	1.46	1.44
Reducing the rate of recordable work-related accidents by 5 percent by 2030 (baseline year 2025)	2030	≤ 1.62	Accidents per 1 million hours worked	2025	1.70	–	1.70

Bosch has set itself voluntary targets to reduce the accident rate. The target of reducing the accident rate to 1.45 accidents per 1 million working hours or less by 2025 relates to the Bosch Group including the HC acquisition (for details on the HC acquisition, see "About the report") and was set based on expert assessments and industry comparisons. Work-related accidents are defined as work-related injuries in accordance with GRI 403-9, but excluding injuries that result in unconsciousness or a day off work. Accidents that occur during a commute organized by the employer are also not taken into account.

The target of reducing the rate of recordable work-related accidents by 5 percent by 2030 relates to the Bosch Group including the HC acquisition and was set based on expert assessments and industry comparisons. Bosch reports the number of recordable work-related accidents in accordance with the European Sustainability Reporting Standards (ESRS). The accident rate is given as the number of recordable accidents per 1 million working hours.

T 29

Work-related accidents

Bosch Group incl. HC acquisition 2025, number of work-related accidents

	2025
Number of work-related accidents	✓ 1,008
Work-related accidents per 1 million hours worked	✓ 1.44
Data collection in accordance with the European Sustainability Reporting Standards (ESRS)	
Number of recordable work-related accidents	1,190
Recordable work-related accidents per 1 million hours worked	1.70

Bosch Group without HC acquisition 2023–2025, number of work-related accidents

	2023	2024	2025
Number of work-related accidents	1,073	1,077	✓ 1,001
Work-related accidents per 1 million hours worked	1.49	1.46	✓ 1.44
Data collection in accordance with the European Sustainability Reporting Standards (ESRS)			
Number of recordable work-related accidents	–	–	1,180
Recordable work-related accidents per 1 million hours worked	–	–	1.68

✓ Bosch records EHS data, such as information on work-related accidents, worldwide via an internal IT system. Work-related accidents are defined as work-related injuries in accordance with GRI 403-9, but excluding injuries that result in unconsciousness or a day off work. Accidents that occur during a commute organized by the employer are also not taken into account. ✓ The disclosures in accordance with ESRS follow the definition of the standard.

BSH Hausgeräte GmbH has also implemented a series of measures. For example, a coordinator for occupational health and safety issues has been appointed at BSH Customer Service Headquarters to drive forward the relevant issues worldwide. Another initiative is “Day with a technician”, which creates a better understanding of the challenges and risks in the day-to-day work of service technicians at all management levels.

Prevention and health promotion

Occupational health management at Bosch covers a broad range of topics under the title “befit.” These range from preventive medical care and physical and mental fitness to mental health and right through to tips on a healthy diet and workplace layout. An important role is also played by our reintegration management, leadership, training, and competence development in relation to individuals’ health, as well as the integration of people with reduced capacity to work and severe disabilities.

In Germany and other countries, medical care is provided in the workplace by an internal network of occupational health services with the support of external providers. In addition, many company locations have specialists on workplace layout, in-house social services, occupational physicians, and health management to answer health-related questions. Associates can also use digital platforms to obtain information on contacts and activities and access media libraries with a wide range of health topics.

As part of our holistic approach to health management, we use strategic guidelines to promote networked cooperation between health experts and the establishment of a central point of contact for health issues at the company locations.

BSH Hausgeräte GmbH operates its own occupational health management globally with “Health@BSH,” which is based very closely on “befit” in terms of its approach.

Occupational health focal points

In order to reduce the number of absentees due to sickness, occupational health management at Bosch sets specific priorities. These are derived from the experience of the internal health experts and safety engineers, the health report issued by the Bosch company health insurance fund (BKK), and the insights from the surveys carried out as part of impact:wellbeing. Insights from occupational reintegration management and hazard assessments are also considered when selecting focal points.

Wrocław: Artificial intelligence improves security in logistics

High shipping cartons, fast forklifts, busy loading trucks – the day-to-day work in a logistics warehouse is dynamic, the view of intersections and paths is not always optimal. In order to further increase safety for all associates in this environment, a team at the BSH site in Wrocław, Poland, has developed and implemented new measures – and won the internal Sustainability & EHS Award in the “Occupational Safety” category in 2025.

The measures initially focused on the forklift drivers, as they have to maintain an overview in their vehicle at all times. The team has therefore installed cameras on all forklift trucks that work with artificial intelligence (AI). They transmit the surroundings to a display in the driver’s cab and warn as soon as obstacles or people are in the sensor range. The AI not only recognizes movements, but also shapes and postures. At the same time, all-round visibility enables more precise navigation and helps to avoid product damage, for example in the event of rear-impact collisions.

AI-supported cameras are also used at pedestrian crossing points. Here, the team has also installed mirrors on the ceiling to provide a clear view of the intersections. As soon as people are detected, an integrated system automatically projects a stop symbol onto the floor. Another component of the safety concept is a specially developed traffic light system at the loading ramps. Here, the signals provide clear orientation and show at a glance whether the respective area is free or not.

The new measures complement the existing security concept in Wrocław. Occupational safety has always been a foundation of the work culture on site, which is constantly reinforced with regular rounds, awareness of sources of danger and regular training for associates – and now also with artificial intelligence.

Various programs are aimed at maintaining and promoting the mental health of associates. The aim is effective prevention of mental illness and effective treatment and reintegration of associates with mental illness. Occupational health measures and projects at the individual locations are tailored to their size and the requirements on site. As the challenges differ from country to country, we manage many activities locally. In countries where there are gaps in medical care, Bosch has often established partnerships with clinics at the company's locations.

World Health Week and specialist presentations across locations

In 2025 as in previous years, Bosch hosted monthly digital specialist presentations by internal and external health experts. The topics covered included physical, mental and social health. In addition, 59 online presentations were offered during the internal World Health Week in April. A large number of associates also took advantage of the opportunity to participate in one of the many in-person events.

OncoCure – cancer support

Bosch works in collaboration with the Robert Bosch hospital in Stuttgart in the framework of the OncoCure program to offer associates diagnosed with cancer the possibility of getting a second, independent opinion from specialists at the Robert Bosch Center for Tumor Diseases (RBCT) and, if appropriate, a genetic diagnosis. Associates in Germany, Spain, Austria, and Switzerland can currently avail of the OncoCure offer. In 2025, the program in Germany was expanded to include an advisory and support service designed to facilitate the social reintegration of young people with life-changing illnesses in particular.

Complying with due diligence obligations relating to human rights and the environment

T 30

Material sustainability topics: Workers in the value chain

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations for the management of IROs	Measures	Targets	Key figures
If occupational health and safety regulations are insufficiently observed or violated, this can lead to the health and safety of workers in the direct supply chain being impaired. | S	○ ◑ ○	▶ Code of Conduct for Business Partners ▶ Declaration of principles on human rights ▶ Corporate social responsibility in the supply chain	▶ Use of a management system to implement due diligence obligations relating to human rights and the environment ▶ Supplier assessment in occupational safety ▶ Training of suppliers	In the area of "Workers in the value chain", it was decided to pursue the measures described continuously and not to set a time-bound sustainability target.	T 31
Poor working conditions, a lack of equal opportunities or other human rights violations further down the supply chain can have a negative impact on workers. | S	○ ◑ ○	▶ Code of Conduct for Business Partners ▶ Declaration of principles on human rights ▶ Bosch Group Policy for Conflict Raw Materials ▶ Corporate social responsibility in the supply chain	▶ Use of a management system to implement due diligence obligations relating to human rights and the environment		

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks G and opportunities G.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Respect for human rights is of central importance to the Bosch Group and is therefore one of the seven dimensions of our sustainability vision. For us, respecting human rights means fulfilling our due diligence obligations to protect people and the environment, taking the relevant social and environmental standards into account. We contribute to improving human rights conditions worldwide by implementing due diligence obligations concerning human rights in our operational processes. At the same time, we actively demand respect for human rights in our global supply chains as well, mitigate identified risks through preventive measures, and take appropriate remedial measures in the case of violations.

Bosch has supply relationships in around 60 countries. From a total of around 35,500 suppliers worldwide, the Bosch Group procured materials and services worth 49.3 billion euros in 2025 (prior year: 49.8 billion euros). A large proportion of the resources used in our supply chain are purchased components – mostly semi-finished products or finished components. We only procure a small proportion directly as raw material.

We likewise expect our business partners to commit to respect human rights, to establish appropriate due diligence processes, and to use their best efforts to oblige their suppliers and other third parties to adhere to corresponding principles.

Guiding principles and declaration of principles

Our business activity is aligned to the United Nations Guiding Principles on Business and Human Rights and we comply with the requirements of the National Action Plan for Business and Human Rights applicable in Germany. We implement the requirements of the German Act on Corporate Due Diligence Obligations in Supply Chains (“Lieferkettensorgfaltspflichtengesetz”, LkSG) in an appropriate manner. In addition, our understanding is based on the following international frameworks: United Nations Universal Declaration of Human Rights, UN Sustainable Development Goals, Principles of the UN Global Compact, OECD Guidelines for Multinational Enterprises, core labor standards of the International Labour Organization (ILO).

The Declaration of Principles on Human Rights of the Bosch Group includes both the company’s commitment to respecting human rights in its own business activities and supply chains as well as its aspiration to provide remedy to those affected by human rights violations. The central objectives are to improve the quality of life and protect the livelihoods of present and future generations. The declaration also describes the management system for compliance with human rights and environmental due diligence obligations. Risks relating to human rights along the entire value chain are clearly addressed, particularly with regard to working conditions and raw materials extraction. The declaration also sets out clear expectations of our own company and our business partners.

The declaration of principles applies to the Bosch Corporate Group and its business partners. Internal human rights experts and the relevant specialist departments were involved in the preparation of the declaration. The declaration of principles was approved by the Bosch human rights committee and the member of the Robert Bosch GmbH board of management responsible for human rights.

Revised declaration of principles

In light of the findings from prior years’ risk analyses, the declaration of principles on human rights in the Bosch Group was revised and published in 2025. In addition to the priority risk area of recruitment fees, a particular focus was placed on other risky issues in the recruitment process and working conditions. In particular, the expectations we have of our own organization and our business partners were supplemented and specified. These include, among others:

- respect the principles of freely chosen employment and free movement, prohibit forced and child labor of any kind and respect the rights and dignity of children;
- not to assign hazardous work which might jeopardize their health and safety to young workers under the age of 18;
- to provide workers with a contract in a language they understand, to be aware of the special vulnerability of migrant workers and to respect their rights and dignity;
- not to charge fees or withhold remuneration from workers or job seekers for recruitment services that indicate forced or debt bondage according to ILO;
- to comply with national or local statutory standards, provisions or respective company or collective bargaining agreements with regard to remuneration and social benefits (e.g. payment of at least minimum wage or applying greater pay for overtime), to pay wages and salaries on time and provide workers with understandable wage statements in line with local standards.

Risk management for implementing corporate due diligence obligations

The Bosch Group has established a risk management system for the implementation of corporate due diligence obligations in accordance with the German Act on Corporate Due Diligence Obligations in Supply Chains to ensure compliance with human rights and environment-related due diligence obligations. The system is directed both at the actions of the Bosch Group in its own operations and the activities of our suppliers, and is described clearly and bindingly in internal regulations. Implementation of the requirements is checked regularly.

With its own governance system, BSH Hausgeräte GmbH plays an independent role within the Bosch Group. It has accordingly drawn up its own set of rules for implementing corporate due diligence obligations. In terms of broad guidelines, however, the risk management system defined therein corresponds to the risk management system described below, which otherwise applies to the Bosch Group.

Responsibilities

The internal implementation of corporate due diligence obligations is the responsibility of the corporate departments of Robert Bosch GmbH and the responsible organizational units. The requirements for fulfilling the due diligence obligations are prescribed centrally. The responsible organizational units implement the requirements, develop preventive measures, and establish remedial measures in the event that a breach of human rights or environment-related obligations is sufficiently probable or has already occurred.

The responsible corporate departments enhance their own management systems, if necessary, within the scope of the obligations placed on them. This includes defining implementation and control requirements, monitoring the controls, performing annual or event-driven risk analyses and training programs, and supporting the organizational units in developing preventive and remedial measures. If necessary, the corresponding regulations also have to be enhanced.

The human rights committee convenes twice a year under the chair of the human rights officer of the Bosch Group. In addition to the member of the Robert Bosch GmbH board of management responsible for sustainability, the heads of the responsible corporate departments and other corporate departments with an advisory role (compliance, risk management, legal affairs, communication) also take part in the meetings. The committee evaluates the effectiveness of the risk management system and contributes to its further development.

The responsible corporate departments report proactively to the committee on the risk situation and the resulting measures in their respective functional area. In addition, they report on a regular and, if required, ad hoc basis to the human rights officer on the status of the management system, the risks identified, and the measures taken.

Overarching responsibility for the risk management system was transferred to the member of the board of management of Robert Bosch GmbH responsible for sustainability. The relevant information for exercising this role is made available to the board member, in particular, by the human rights committee as well as by the human rights officer, who reports directly to the board member. The board member attends the committee's meetings regularly. Moreover, the individual members of the human rights committee each have direct reporting lines to the board of management. All compliance officers are furthermore obligated under the Bosch Group's compliance management systems to inform the board of management once a year concerning the implementation of the due diligence obligations in their own functional area.

Codes of conduct

The Bosch Code of Conduct applies to all associates.[38] It requires them to comply with the relevant laws and internal regulations. This is especially the case in relation to ensuring respect for human rights. We provide regular training for associates on the content of the Code of Conduct. To prevent human rights violations by our security personnel towards associates and third parties, we rely on clearly defined guidelines, comprehensive human rights training and extensive control and monitoring measures.

As part of our Compliance Dialogues, managers and purchasers were informed about human rights for specific target groups in 2025. They carry our expectations and requirements into our global supply chains. In addition, around 200 associates with coordinating tasks in the area of human rights were trained on the management system and the content of audits in 2025.

Bosch's Code of Conduct for Business Partners requires that our suppliers comply with social and environmental standards and is therefore critical for collaboration between our suppliers and Bosch.[38] We also expect our suppliers to use their best efforts to require their own suppliers and other third parties to comply with the appropriate principles. Further information on the Bosch Group's Code of Conduct and the Bosch Code of Conduct for Business Partners can be found in the "Governance" section.

Since the Bosch Group's updated Code of Conduct for Business Partners was published in 2022, current suppliers of direct materials are asked to actively confirm the Code of Conduct – by the end of 2025, around 92 percent of suppliers contacted had already acknowledged the Code of Conduct (prior year: 82 percent). The aim is to maintain this high level in the coming reporting periods and, where possible, to build on it.

[38] The company BSH Hausgeräte GmbH has developed its own Code of Conduct for Associates and its own Code of Conduct for Suppliers.

Regarding indirect materials (material and goods that are not directly related to products), we endeavor to have the Code of Conduct acknowledged each time a contract is awarded. The current acknowledge rate is almost 100 percent (prior year: 99 percent). Considering the number and diversity of our suppliers, should it happen that confirmation is outstanding in some cases, we address these cases in the context of our risk management.

In terms of environmental protection, we expect our suppliers to set up and continuously refine, within reason, an environmental management system certified to ISO 14001 or a suitable environmental management system for the industry. In 2025, around 74 percent of our relevant direct materials suppliers (excluding BSH Hausgeräte GmbH) had such a certificate (prior year: 71 percent). Our aim is to maintain this level in the future. Suppliers without manufacturing operations are not required to introduce an environmental management system, but are encouraged to implement corresponding measures.

Exchange with stakeholders and right holders

Bosch engages in regular exchanges with German and international employee representatives, takes part in joint initiatives with NGOs (e.g. Sector Dialogue Automotive Industry), and actively participates in public discourse. Through dialogue with suppliers and customers, as well as direct communication with their employees, their perspectives are incorporated into preventive and remedial measures. At the same time, we are continuously working to raise awareness of our reporting systems and complaints procedures both in our own operations and in the supply chain through targeted campaigns.

Complaints procedure

Our complaints procedure allows critical issues to be identified at an early stage and thus potential human rights or environment-related risks and violations to be uncovered, counteracted, or remediated. We therefore regard our complaints procedure as an important element of our human rights strategy, which helps us to continuously improve our processes for respecting human rights.

Our suppliers are made aware of our reporting system in the Code of Conduct for Business Partners, among other means.[39] By acknowledging this Code of Conduct, they agree, in particular, to establish a reporting system or to participate in an industry-wide system. They also agree to inform their associates accordingly.

In 2025, we received 35 reports via the Bosch and BSH Hausgeräte GmbH reporting systems relating to human rights due diligence obligations that turned out to be plausible after review. Eleven of the proceedings initiated for this purpose were completed by the end of 2025. The reports ranged from aspects of work organization and safety to discrimination and the examination of supply relationships due to political circumstances. Further details on the complaints procedure, our reporting systems, and the total number of reports received can be found in the "Governance" section.

[39] The company BSH Hausgeräte GmbH has developed its own Code of Conduct for Suppliers and operates its own reporting system.

Violations of due diligence obligations relating to human rights within the company and in the supply chain

In 2025, we identified one violation of due diligence obligations relating to human rights in our own company (2024: 4) and 102 violations at 83 direct suppliers (2024: 68 violations at 65 suppliers).

The internal case involved the complaint that a preventive measure to mitigate human rights risks had been implemented appropriately in accordance with Section 6 (1) of the German Act on Corporate Due Diligence Obligations in Supply Chains, but not "without undue delay".

As in prior years, the predominant majority of the violations identified, with 82 violations at 63 suppliers, relate to the category "Occupational health and safety and work-related health hazards" (prior year: 58 violations). The main issues were inadequate occupational health and safety and fire safety measures as well as breaches of working hours, which could potentially have negative effects on health. We identified further violations of human rights due diligence obligations in the form of withholding an appropriate wage (15 violations at 15 suppliers, prior year: 1 violation), insufficiently careful handling of production materials (4 violations at 4 suppliers, prior year: 7) and one case of recruitment fees not being reimbursed on time (prior year: 2 similar cases).

Appropriate packages of measures (remedial measures and preventive measures) have been agreed with the suppliers concerned and are reviewed for effectiveness at regular intervals.

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Violations of due diligence obligations relating to human rights

Bosch Group 2024–2025

	2024	2025
Violations in own operations	4	1
Violations at direct suppliers	68	102

The key figures are collected via a query of the responsible corporate departments and organizational units of the Bosch Group.

Potential human rights and environment-related risks

We adhere to uniform principles throughout the Bosch Group to prevent and mitigate risks. Individual elements of prevention are organized slightly differently, however, in order to take account of the range of business models and supplier relationships within the Bosch Group.

The responsible corporate departments perform annual and, if necessary, event-driven risk analyses in order to improve understanding of human rights and environmental impact, identify potential vulnerabilities, and develop suitable preventive measures. This is done using standard evaluation methods to ensure comparability between the different operating units. The risk analysis comprises four steps:

▸ Risk identification

The responsible corporate departments identify areas where risks might occur. This could be a country, a plant or a business partner. General risks in regions can be determined using indicators from independent institutions such as the World Bank or the United Nations. Risks can also be derived from certain industrial activities or known critical sectors. In addition, we also consider any indications of risks we receive from internal processes, such as the internal control system or internal audits, as well as from the public realm, from our partners in the supply chain, or through our reporting systems.

▸ Risk assessment

Risks are assessed using a uniform model and presented according to a standardized scale at Bosch in order to ensure the comparability of the results. Assessment criteria include the potential scale and scope of a potential violation, the irremediability of consequences, and the likelihood of the risk occurring.

We adhere to clearly defined principles when assessing risks. The responsible corporate departments assess the risks relating to their own business activities in a top-down or bottom-up approach (e.g. through questionnaires), depending on the processes in question.

We developed a grading system for risks in the supply chain and use international indexes such as the Global Slavery Index or the ITUC Global Rights Index to assess the respective supplier's potential risk. A supplier's sustainability performance – such as audit results, acceptance of the Code of Conduct for Business Partners, or external certifications – is likewise included in the assessment and used to substantiate the results.

▸ Prioritization

Risks are prioritized in each functional area with the aim of targeting the use of preventive measures and enhancing existing processes. The results of the risk assessment determine the prioritization within Bosch's direct sphere of influence. Additional factors are considered in the supply chain such as the extent to which the respective supplier contributes to causing a risk and the possibilities Bosch has to exert influence.

▸ Measures

Should deficiencies arise in the risk management system, adjustments must be made and relevant measures introduced by the responsible corporate departments to counter these directly in the risk field concerned. In addition, risks that affect a number of functional areas or risk fields are managed by the human rights committee for the entire Bosch Group so that comprehensive measures can be developed.

We systematically review reports we receive through our reporting systems, for example, or that arise within the context of media monitoring and decide on the need for an event-driven risk analysis depending on the particular findings.

Potential risks for human rights in the company's own operations and at direct suppliers

Essential workers' rights are derived from human rights. This is why we also pay special attention to people's situations at the workplace. First and foremost, we consider the risks associated with forced labor within our own operations and at direct suppliers (tier 1), in line with the definition of the International Labour Organization, ILO Convention 29, Article 2). The risk already known in connection with "recruitment fees" was substantiated by the 2025 risk analysis. Recruitment fees are payments that employees have to make to employers or third parties as part of a recruitment chain in order to obtain a job. Such practices can be an indication of forced labor and occur in particular in connection with migrant workers.

To express Bosch's rejection of such practices and to protect our associates, we published a country-specific regulation prohibiting recruitment fees in addition to the existing "Recruitment" policy in 2025. We have also included a corresponding passage in our declaration of principles on human rights.

Potential risks for human rights further down the supply chain

Raw materials extraction and its circumstances are often particularly risk-sensitive from an ecological and social point of view. While Bosch itself only sources very few raw materials directly, potentially high-risk raw materials are processed in primary products and materials.

We want to mitigate risks related to human rights and the environment that are inherent in raw materials extraction through our involvement in various programs and measures. In the case of raw materials that can have adverse effects on people and the environment, we also regularly review the risk exposure and counteract potential risks, taking into account the corresponding OECD guidelines and the legal framework conditions.

In an analysis of raw materials, we identified 15 high-risk raw materials that Bosch uses and launched specific risk-mitigating programs (see G 20). These programs are managed by the Supply Chain Management and Sustainability and EHS corporate departments and implemented in the divisions. A binding standard process has been established in the purchasing departments for all identified raw materials. Depending on the material-specific risks, specific visions are defined accordingly for each high-risk raw material along its generic value chain. These visions reflect Bosch's expectations of its suppliers, such as a desired level of certification, and will be the focus of further corporate activities.

We continue to pursue the vision of establishing 100 percent certified smelters in our supply chains in the future and we communicate the associated ambition to our suppliers. However, as scarcely any certification standards exist as yet for many materials, we continue to closely monitor the development of standards so that we can incorporate them into our strategy in due course.

G 20

15 high-risk raw materials

Tin	Lead	Lithium
Tantalum	Graphite	Manganese
Tungsten	Rubber	Nickel
Gold	Cobalt	Platinum
Aluminum	Copper	Rare Earths

Handling conflict minerals

Bosch uses various instruments to reduce risks from the area of conflict minerals. For example, we use specific risk analyses based on reports from our reporting systems. Furthermore, we have been using our Bosch Group Policy for Conflict Raw Materials since 2019 for the relevant suppliers. The policy describes our requirements for dealing with the conflict minerals cassiterite (tin), coltan (tantalum), tungsten and gold as an additional agreement.

The policy aims to ensure the responsible procurement of raw materials, in particular "conflict minerals" (tin, coltan (tantalum), tungsten, gold – 3TG). The main objectives are to create supply chain transparency, reduce risks and comply with environmental and social standards. The approach described is based on the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. The policy also refers to various laws such as the Dodd-Frank Act and EU Conflict Minerals Regulation as well as the activities of the Responsible Minerals Initiative (RMI). The guideline applies to Bosch's entire business activities as well as to the upstream value chain, including direct suppliers and their sub-suppliers – up to mines, smelters and refineries, in particular with regard to 3TG from conflict-affected and high-risk areas.

In addition, we use reporting in accordance with the Responsible Minerals Initiative to obtain transparency about the proportion of certified smelters in the supply chain. Bosch has been involved in RMI Conflict Minerals Reporting and Cobalt Reporting since 2014. We are also working to ensure that suppliers of materials containing conflict minerals or cobalt have the smelters in their supply chains certified by the RMI.

In 2025, the certification rate among smelters was 85 percent for coltan (tantalum) (prior year: 86 percent). At the same time, 70 percent (prior year: 66 percent) of tungsten smelters are certified, while the rate for tin smelters lies at 71 percent (prior year: 74 percent). A proportion of 54 percent of gold smelters are certified (prior year: 53 percent). The reported certification rate for cobalt is 67 percent (prior year: 62 percent).

With respect to BSH Hausgeräte GmbH's suppliers, the certification rate among smelters is 97 percent for coltan (tantalum) (prior year: 97 percent), 82 percent for tungsten (prior year: 84 percent), and just under 83 percent for tin (prior year: 90 percent). A proportion of 75 percent of gold smelters (prior year: 77 percent) are certified, for cobalt the rate is 73 percent (prior year: 85 percent).

Minor fluctuations in our 3TG and cobalt conformity rates result from the natural dynamics of complex supply chains. Changes can occur, for example, when new suppliers are integrated, smelters change their audit or recertification cycle or data collection and validation processes evolve. They therefore reflect the ongoing updating and expansion of our supplier data. We systematically analyze these developments in order to continuously improve our testing standards and strengthen the robustness and transparency of our supply chain in the long term.

On request, Bosch provides customers with the RMI's Conflict Minerals Reporting Template, which is recognized by authorities such as the U.S. Securities and Exchange Commission. It is available via established platforms such as iPoint and HP CDX, or it can be sent to individual requesting parties.

Responsible supply chain management

Responsibility for purchasing and logistics – and therefore also for the responsible management of our supply chains – lies with the responsible member of the board of management of Robert Bosch GmbH. The central directive “Bosch Supply Chain Management” defines the framework for all purchasing processes at Bosch. The regulations on supplier management form the basis for a standardized and comparable evaluation, classification and award system for suppliers. In addition, the procedure in the event of escalation towards suppliers is regulated. The central directive is binding for the Bosch Corporate Group.

The central directive “Corporate Social Responsibility in the Supply Chain” forms the basis for the implementation of Corporate Social Responsibility (CSR) in the Bosch supply chains. Among other things, it regulates the agreements of CSR requirements with suppliers and their review as well as the handling of deviations and preventive measures. The CSR risk analysis is also described in detail here, as is the management of internal target setting, for example with regard to suppliers with certified environmental management systems. The central directive is binding for the Bosch Corporate Group.

The central directive “Corporate Environmental Responsibility in the Supply Chain” defines requirements to ensure compliance with environmental standards in accordance with EU sustainability legislation – in particular the Corporate Sustainability Reporting Directive (CSRD), the Carbon Border Adjustment Mechanism (CBAM) and the Battery Regulation – in the Bosch supply chains. Among other things, the directive regulates data collection, reporting and management for corporate carbon footprints and product carbon footprints. The central directive is binding for the Bosch Corporate Group.

Risk-based review of suppliers

Compliance with human rights and environment-related requirements already plays a crucial role when selecting new suppliers and is a prerequisite for subsequently entering into a contractual relationship. The timing and the audit methodology are determined by the respective purchasing organizations according to the risk. As part of the sanctioned party list screening, a check is additionally carried out prior to the conclusion of a contract to determine whether potential business partners are included in sanction lists or affected by embargo regulations.

If there is reasonable suspicion or concrete evidence of a violation of human rights or environment-related obligations by a supplier, we systematically investigate the facts of the matter. If we discover breaches of duty, we work to ensure that these are rectified immediately. Should this not be possible in the foreseeable future, we expect the supplier to present a plan and a specific time schedule for ending the breach and minimizing its effects. We track and monitor implementation of the measures – also by consistently requesting documented proof or by performing reassessments on site. Active suppliers found to be engaged in unlawful conduct or whose sustainability performance is deemed inadequate, such as a lack of effort in dealing with human rights or environment-related requirements, may be excluded by Bosch from any further awarding of contracts. If a supplier does not appear willing to fulfil our requirements or introduce corresponding measures, Bosch reserves the right to terminate the contractual relationship in extreme cases.

If there is reasonable suspicion of misconduct on the part of an indirect supplier, we initiate targeted prevention measures within the scope of our possibilities, such as inspections and, if necessary, appropriate remedial measures through our business partners.

Assessment and monitoring

We regularly audit our suppliers both preventively and when the situation demands. Such an audit is generally carried out when we commence new supplier relationships, afterwards the findings of our risk analyses determine the type, scope, and frequency of the audits. Different methods are used depending on the prevailing framework conditions and the specific risk situation: verifications performed by Bosch itself (quick scans and drill-deep assessments), third-party audits, and self-declarations by suppliers. The assessments have a limited validity.

Quick scans are based on a checklist of specific criteria relating to the environment, occupational health and safety, and human rights. Supplementary questionnaires are used, for example, for selected material groups and logistics services. Quick scans are carried out by qualified Bosch associates from purchasing or quality functions, frequently as part of regular on-site visits to suppliers. In 2025, we conducted around 2,780 quick scans (prior year: around 3,200).

Water withdrawal in the supply chain

In 2025, we have placed a focus on water withdrawal in our supply chain. In order to gain more precise information on extraction, particularly in areas with high water stress, we have interviewed and evaluated selected suppliers in detail as part of drill-deep assessments. The results of these surveys show that the majority of the water consumption of the suppliers surveyed is outside regions with significant water stress or that consumption is not critical for their business activities. This means that the data collected does not reveal any overarching, acute water risk in the supplier base we reviewed.

Drill-deep assessments are used mainly in potentially high-risk regions or industries, or when there are any specific indications of non-compliance. Irrespective of any other visits to suppliers, drill-deep assessments are carried out by internally licensed assessors and take between one and two days. They are announced so as to ensure that the required experts – such as environmental or safety officers – are on-site. Besides an in-depth assessment of the three areas covered by quick scans – the environment, occupational health and safety, and human rights – they also comprise an analysis of working conditions and compliance management. The assessment covers the practical implementation as well as system-based requirements, such as in the form of guidelines, which allow conclusions to be drawn about the maturity of the organization. The number of drill-deep assessments depends on the risks identified and the corresponding nominations, which is why the total number of assessments carried out varies from year to year. In 2025, Bosch conducted around 73 drill-deep assessments at suppliers (prior year: 75).

In addition to our supplier audits conducted by internal auditors, we also draw on the results of compatible third-party audits. This helps avoid multiple audits at our suppliers. One example of this is external audits according to the standard developed by the automotive industry's Responsible Supply Chain Initiative (RSCI), which Bosch is actively involved in as a member. Since 2025, Bosch has also been an affiliate member of the Responsible Business Alliance (RBA). Originally founded by the electronics industry as a non-profit organization, the internationally active alliance is committed to good management practices that respect human rights and promote transparency throughout the supply chain. Members undertake to introduce the RBA Code of Conduct. External audits based on the RBA Code as a comparable standard contribute to the monitoring of our own management system and the fulfillment of due diligence obligations to check human rights risks in the supply chain.

Self-declarations are eligible as a means of checking suppliers where the risk is assumed to be low and there have been no issues in the past. The prerequisite is that the assessed risk of the group of suppliers or of the material group is queried and trustworthy documentation is provided to substantiate that the questions have been truthfully answered.

On aggregate, we assessed around 81 percent of our relevant direct materials suppliers (excluding BSH Hausgeräte GmbH) using the various methods by the end of 2025 (prior year: 82 percent). We also assessed 80 percent of indirect materials suppliers who are particularly relevant in terms of country risk and field of materials risk (prior year: 77 percent). Most of these were on-site assessments.

The insights we have obtained from the various assessments show that suppliers meet our requirements for the most part. Improvements were required in individual cases, and Bosch expects these to be implemented. Priority areas in 2025 also concerned aspects of environmental protection as well as occupational health and safety, such as marking escape routes, protecting work equipment and storing hazardous substances properly.

Training programs

Our associates in the purchasing function receive web-based as well as classroom training programs. All associates in purchasing watch a mandatory training video that provides an overview of the current strategy in purchasing and the requirements for suppliers in terms of climate action and human rights. Around 1,130 associates took part in this training in 2025.

Another training module that has already been in place for several years provides associates who manage suppliers not only with a general overview of topics, but also with information on the requirements expected from suppliers and the procedure for the quick scans in particular.

We offer training programs for suppliers so that they can further consolidate their knowledge of our expectations in relation to the respect of human rights and environment-related standards. To make learning efficient and flexible, Bosch offers the "Bosch Supplier Portal", allowing continuous access to digital resources that cover topics such as "labor rights".

G 21

Selected in-scope content of drill-deep assessments

- Environmental management system
- Water treatment
- Waste management

- Handling of hazardous substances
- Hygiene
- Fire protection

- Employee representatives
- Grievance mechanisms

- Compliance with working time regulations
- Equal pay

- Violations against antitrust law
- Current legal disputes

Stakeholder dialogue and involvement in associations

Bosch is involved both in VDA committees on sustainability, the Responsible Supply Chain Initiative (RSCI), and the “Sector Dialogue Automotive Industry”. We are also active at a cross-company level in “econsense – Forum Nachhaltige Entwicklung der Deutschen Wirtschaft e.V.” (Forum for Sustainable Development of German Business). Within the forum’s “Human rights and value chain” cluster, we work together with other partners on how to responsibly design global supply chains.

Every two years, Bosch presents the best supplier companies worldwide with a “Bosch Global Supplier Award”. In 2025, the award ceremony was held under the motto “CHALLENGE ACCEPTED – Resilient Partnerships. Sustainable Future.” and thus recognized the successful cooperation under particularly challenging framework conditions.

In the special category “Sustainability”, the Bosch Group honors three companies that demonstrate an exceptionally high level of commitment to sustainability and climate action. This included a special prize for small and medium-sized companies for the first time in 2025. Finalists in this category have at least an “A-” rating from CDP and thus make a special contribution to climate action. The commitment of the award-winning companies ranges from the use of green electricity and recycled materials in production to exemplary energy, water and waste management.

Resilient supply chains

To ensure product availability in general, Bosch has implemented a comprehensive, Group-wide system to manage supply chain risks and strengthen resilience. The “Supply Chain Risk and Resilience Management” central directive, which is binding throughout the Bosch Corporate Group, forms the basis for this by defining preventive and reactive measures. This includes supplier audits with regard to human rights and environmental requirements, risk assessments and risk mitigation strategies (such as dual sourcing, safety stock planning and the use of alternative production locations for certain products). Furthermore, internal guidelines define early warning mechanisms, task force procedures and crisis management processes, among other things.

Responsibility to customers

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Material sustainability topics: Consumers and end users

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations for the management of IROs	Measures	Targets	Key figures
Inadequate product safety information or safety failures due to process weaknesses or individual misconduct can affect the health and safety of consumers and end users. | S	○ ○ ◑	▸ Code of Conduct ▸ Product compliance management system of the Bosch Corporate Group ▸ Quality policy and quality management in the Bosch Corporate Group ▸ Requirements on product safety	▸ Use of a Quality Management System (QMS) ▸ Use of a Product Compliance Management System (PCMS) ▸ Product instructions and learning opportunities	Regarding "Consumers and end users", it was decided to pursue the measures described continuously and not to set a time-bound sustainability target.	
Weaknesses in processes to ensure data protection and individual misconduct can lead to the privacy of consumers and end users being violated. | S	○ ○ ◑	▸ Code of Conduct ▸ Product compliance management system of the Bosch Corporate Group ▸ Quality policy and quality management in the Bosch Corporate Group ▸ Information security and data protection	▸ Use of a Quality Management System (QMS) ▸ Use of a Product Compliance Management System (PCMS) ▸ Use of a combined management system for information security and data protection (ISMS/DPMS)		
Data protection violations can result in fines and reputational damage. | S	○ ○ €	▸ Risk Management System (RMS) of the Bosch Corporate Group ▸ Internal Control System (ICS) of the Bosch Corporate Group ▸ Information security and data protection	▸ Treatment of risks in accordance with the RMS and ICS procedures in the specific form of the combined management system for information security and data protection (ISMS/DPMS)		

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks G and opportunities G.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Product compliance

In developing and manufacturing our products and in rendering services, we stay true to our “Invented for life” purpose beyond compliance with the law.

Our Product Compliance Management System (PCMS) is designed to satisfy all the regulatory requirements relevant to our products in the respective market. It covers the entire product life cycle of all our products (hardware, software and services) and considers aspects such as health, safety, data protection, information security, cybersecurity, intellectual property and environmental protection. The individual elements of the PCMS help us to identify, monitor, control, and minimize risks related to product compliance. We also ensure product compliance throughout our entire supply chain.

The PCMS is based on a Group directive that is binding for the Bosch Corporate Group. It serves to ensure compliance with regulatory requirements and internal regulations relevant to Bosch products. In particular, the directive regulates the responsibilities for ensuring product compliance, the organization and the maintenance of the compliance culture and values. It also defines principles and measures in the area of product compliance aimed at detecting and preventing breaches of compliance requirements. The aim is to ensure an effective PCMS.

Product compliance is generally the responsibility of the corporate department for quality. Reports are submitted to the responsible member of the board of management of Robert Bosch GmbH at least once per year. In addition, ad hoc reports are submitted to the board of management and, if necessary, directly to the supervisory bodies.

Our reporting systems are available to associates and third parties to report possible product compliance violations (see also the “Governance” section). If there are indications of possible product compliance violations or their investigation provides evidence of the existence of a complaint, a process for handling complaints must be followed. The aim is to respond appropriately to complaints, eliminate causes, evaluate measures and share relevant findings within the organization.

Quality management system

Internal company policies create a binding framework for setting quality objectives and commit the organization to continuously work to improve the quality management system (QMS). The Group directive “Quality policy and quality management in the Bosch Group” aims to define a quality policy for the Bosch Corporate Group that lives up to our purpose “Invented for life”. It provides a framework for specifying quality objectives and obliges the organization to meet the relevant requirements and continuously improve the quality management system. Bosch has thus created the basis for certifiable QMS and, in particular, meets the requirements of ISO 9001 “Quality management systems”. In this way, all our production locations have a certified quality management system in accordance with ISO 9001. All sites that manufacture vehicle components are also certified in accordance with the IATF 16949 standard.

Comprehensive training creates the conditions for everyone in the company to feel committed to Bosch’s quality standards – particularly with regard to the provision of safe products – and to put them into practice. We offer all our associates several compliance and quality training courses. These annual training programs are mandatory for associates whose activities have a direct impact on product quality. To this end, all associates in relevant roles are assigned a “Quality Management Curriculum” each year. The curricula include both the globally applicable company standard on quality fundamentals and customized content tailored to the needs of the local workforce at the various locations. In addition, contractors are also obliged to complete relevant product quality training programs if their activities could affect product quality or product safety.

Product safety

One focus of our quality management is the safety of our products. A corresponding central directive sets out specific requirements for the implementation of product safety within the organizational units responsible for the product. The aim is to fulfill the regulatory and contractual (customer) requirements on product safety and thus ensure that only safe Bosch products are brought to market and made available. The central directive “Requirements on product safety” is binding for the Bosch Corporate Group.

Starting with product development, we attach great importance to product safety and satisfy relevant standards, such as ISO 12100 for the safety of machinery, ISO 26262 for the functional safety of systems in passenger vehicles, or IEC 61508 for the functional safety of electrical and electronic systems. Products are not released for series production until all safety aspects have been fully clarified. In addition, compliance with pertinent specifications must be established and verified accordingly for all products, for example through precautionary tests such as end-of-line tests, reliability tests or product audits. We perform product monitoring to the required extent throughout the entire product life cycle of safety-relevant products. Internal guidelines regulate the procedure in the event of customer complaints and field incidents.

Quality requirements for our business partners
At Bosch, we empower our suppliers, contractors and their subcontractors to meet our high quality standards by providing clear guidelines and relevant training programs. Quality assurance training measures are carried out as required as part of our supplier quality management, for example for new projects, changes to product specifications or identified quality deviations. Our programs focus on strategically relevant suppliers, new partners, contractors and their subcontractors, and those operating in critical product areas. For business partners with particular quality risks, participation in the training programs is mandatory.

To make learning efficient and flexible, Bosch offers the "Bosch Supplier Portal", allowing continuous access to digital resources. Here, our business partners can find web-based training modules and documentation on key topics such as quality standards, inspection methods and error prevention. Examples of training programs are "Failure Mode and Effects Analysis" (FMEA) and "Electrostatic Discharge" (ESD).

Information and documentation
In addition to the existing information and documentation obligations, we offer learning opportunities for users to help them to use the product correctly and operate it safely. For example, Bosch Mobility Aftermarket offers learning opportunities for workshop associates, while Power Tools provides appropriate opportunities for end customers.

Cybersecurity, information security, and data protection

Cybersecurity, information security, and data protection are elementary components of our quality standards at Bosch. Trust in the security of products, systems, and data as well as their resilience to attacks involving manipulation is a crucial success factor in realizing our digitalization strategy. This also means dealing with the personal data of associates, customers and end users in a responsible manner and protecting this data accordingly. Our activities are also aimed at ensuring compliance with legal requirements in the area of data protection.

We ensure that all business processes and products comply with data protection regulations and that all necessary information security measures are implemented. We strive to protect relevant information and in particular personal data from unauthorized disclosure, access, manipulation, and loss through the use of technical and organizational measures adequate to the risk. We apply these information security measures when selecting, using, and operating IT solutions in close coordination with the applicable cybersecurity standards. As part of the development of Bosch products and new business models, we ensure that the data protection and information security regulations and requirements are taken into account at an early stage and put into practice at each stage.

Right from the start, Bosch products follow a secure development cycle that takes particular account of the requirements for the protection of information and personal data ("Security by Design", "Data Protection by Design", "Data Protection by Default"). It includes regular security assessments, vulnerability management and the involvement of those responsible for security to ensure compliance.

A clearly documented process as well as a network of experts ensure that cybersecurity, information security, and data protection are widely integrated in the development of our products. The associates regularly take part in specialist training programs, workshops, and information events on current topics as part of their duties.

In light of the increasing relevance of AI in Bosch's business environment and the AI Act passed in Europe, associates were provided with the basic training course "Digital Basics – Essentials of AI, Privacy, Information and Cybersecurity". Interactive e-learning is mandatory for all associates and serves to raise awareness of this complex topic. This also takes into account the close connection between cybersecurity, information security and data protection.

Management systems
The Bosch Corporate Group operates a combined information security and data protection management system (ISMS/DPMS) and a cybersecurity management system (CSMS), which are continuously maintained and updated. These management systems are based on international standards such as ISO 27001, TISAX and other comparable standards as well as best practices and take into account legal requirements such as the General Data Protection Regulation (GDPR) or the Cyber Resilience Act (CRA). This integrated approach ensures consistent management of information security, cybersecurity and data protection. Regular audits or self-assessments help to further develop the management systems and reduce risks due to missing or ineffective measures. If inadequacies are found during inspections, the person responsible must initiate corrective measures.

Respective policies and internal company regulations cover all relevant areas of cybersecurity, information security, and data protection at Bosch. They comprise binding instructions for developing products and services, the operation of servers and other IT systems, as well as basic principles relating to information security and company data protection. The Group directive “Information Security and Data Protection” regulates the principles, responsibilities and tasks as well as organizational structures in the area of information security and data protection and refers in particular to the corresponding management systems. It is binding for the Bosch Corporate Group.

A cross-functional steering committee, which includes the chief data protection officer, the chief cybersecurity officer and the head of corporate security, reports directly to the board of management of Robert Bosch GmbH twice a year. Furthermore, we have set up a separate corporate office that is responsible for the cybersecurity of our products.

Each organizational unit must set up an office with a manager who is responsible for implementing the ISMS/DPMS in the respective organizational units and for supporting the implementation of the corporate guidelines on information security and data protection. In addition, a cybersecurity officer must be appointed in each organizational unit.

Bosch Product Security Incident Response Team

The Bosch Product Security Incident Response Team (PSIRT) is a central point of contact for security researchers, partners or customers should they detect any cybersecurity vulnerabilities in our products. Security gaps can also be notified through our reporting systems. When a solution has been found, we make it transparent for our customers.

Responsible advertising

The trust of our customers in our services and in the quality of our products is our highest priority. The diverse customer services offered by our divisions range from knowledge databases with interactive learning programs as well as repair and maintenance services through to a service portal for energy-related remediation and advice on subsidy rates relating to heating, ventilation and cooling systems. At the same time, we make use of various opportunities to engage in direct and indirect dialogue with customers, for example through our social media channels, service hotlines, by e-mail, or in direct talks. In fact, we view our customers’ feedback as a reliable yardstick against which we can measure our actions.

Marketing and sponsorship

When we market our products, we refer to our Bosch values for guidance as well as central principles, such as fairness and valuing cultural diversity. In addition, we are committed to maintaining a quality level in all our marketing activities that matches our products’ performance standards. In this respect, advertising can be humorous, creative, and competitive. To ensure that these principles are applied and messages are consistent across the complete media mix worldwide, overarching marketing communication is organized centrally and closely coordinated with the regional companies and divisions. Sales-oriented product communication is mostly organized locally by the respective divisions, but it also follows the defined principles.

Our sponsorship activities mainly serve promotional purposes, including strengthening our brand. They are governed by an internal regulation. This stipulates, among other things, that sponsorship measures must be integrated into an overall communications strategy or concept. The objective of measures also has to be clearly defined and focused on increasing brand recognition and reputation, promoting sales, or attracting qualified talent. The responsible corporate office must be consulted for sponsorship measures in excess of 30,000 euros.

GOVERNANCE

Governance

Compliance with the principle of legality as well as responsible and fair practices are integral parts of the Bosch values and a top priority for our company.

As a globally operating company, Bosch impacts people and the environment in various ways through its business activities. We have assessed our potential and actual negative and positive impacts as well as risks and opportunities (hereinafter referred to as IROs) in connection with sustainability – as explained in the section "Double materiality assessment". The identified IROs and a summary of the associated regulations, measures and key figures are described in more detail in the following "Compliance" chapter.

Compliance

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Material sustainability topics: Business conduct

Material impacts, risks and opportunities (IROs) | Time horizon[a]	Type and stages of value chain[b, c]	Names of the regulations on the management of IROs	Measures	Targets	Key figures
Living a corporate culture, which is based on ethical principles, creates an appreciative working environment and strengthens the sense of belonging and motivation of associates to act responsibly. | S	○ ● ○	▸ Code of Conduct ▸ Bosch Corporate Group Compliance Management System ▸ Principles for reporting possible violations and processing reports at Bosch	▸ Clear attitude of top management ("tone from the top") ▸ Use of a compliance management system (CMS) ▸ Implementation of compliance training and dialogs ▸ Implementation of awareness campaigns ▸ Operation of reporting systems	Regarding "business conduct", it was decided to pursue the measures described continuously and not to set a time-bound sustainability target.	
Serious compliance incidents such as corruption, bribery or fraud can result in high legal costs, claims for damages, sanctions and considerable reputational damage. | S	€ € €	▸ Bosch Corporate Group Compliance Management System ▸ Risk Management System (RMS) of the Bosch Corporate Group ▸ Internal Control System (ICS) of the Bosch Corporate Group ▸ Code of Conduct ▸ Code of Conduct for Business Partners ▸ Prevention of Corruption ▸ Business relations with Intermediaries of Bosch ▸ Anti-Money Laundering	▸ Implementation of risk analyses in the areas of corruption and money laundering ▸ Processing the findings from audits ▸ Business partner check ▸ Implementation of compliance training ▸ Implementation of awareness campaigns ▸ Treatment of risks in accordance with the CMS, RMS and ICS procedures		
A breach of obligations to protect whistleblowers can trigger sanctions and cause considerable reputational damage. | S	€ € €	▸ Code of Conduct ▸ Code of Conduct for Business Partners ▸ Principles for reporting possible violations and processing reports at Bosch	▸ Implementation of compliance training ▸ Implementation of awareness campaigns		

[a] The specified time horizon describes when the material impacts, risks and opportunities are first expected (S = short-term | M = medium-term | L = long-term).
[b] The type describes the materiality of the impact ("inside-out"), which can be actually positive ● or negative ● and potentially positive ◑ or negative ◑; the financial materiality ("outside-in") comprises risks € and opportunities €.
[c] Stages of value chain (listed in this order above): ○ upstream | ○ own operations | ○ downstream

Compliance refers to the observance of legal and regulatory requirements as well as internal regulations. The global compliance management system (CMS) is an integral element of the measures for implementing corporate governance in the Bosch Group and comprises structures and processes for ensuring compliance at an organizational level. It is based on auditing standard IDW PS 980 and is described in an internal regulation.

In addition to rule-based compliance, we are continuing to develop the values-based approach. Our ambition is that our associates not only regard values-based conduct as an obligation, but that they act in a compliant manner of their own volition. The CMS is preventive in nature and is designed to encourage all associates in the Bosch Group to identify compliance risks and violations at an early stage and to respond appropriately. This should ensure a reduction in risks for the Bosch Group, its associates, and its corporate bodies. At the same time, we want to protect and cultivate the reputation of the Bosch Group, which is the basis of our customers' and business partners' trust.

BSH Hausgeräte GmbH operates with its own global compliance organization and an independent compliance management system that is based on the IDW PS 980 standard.

Organization and regulations

Robert Bosch GmbH's board of management has assigned responsibility for the implementation of corporate governance in key compliance areas to specific corporate departments. They implement corporate governance for the compliance area assigned to them throughout the Bosch Group. In doing so, they take the requirements of the risk management system and the internal control system into account.

The compliance committee supports the implementation of the Bosch Group's CMS and coordinates compliance areas. In addition, it contributes to the risk-based further development of the CMS. The compliance committee comprises the heads of the Compliance Management, Legal, Corporate Auditing, HR, Risk Management, and Quality Management corporate departments. A sanctions committee decides on recommendations for disciplinary measures in the event of serious compliance incidents.

The compliance committee is chaired by the chief compliance officer, who also heads the Compliance Management corporate department, which is responsible for anti-corruption, fraud prevention, and for information security and data protection, and for overarching key elements of the Bosch Group's CMS (e.g. compliance training, operating and further developing Bosch's reporting system, serving as a point of contact for reports of misconduct, and conducting internal investigations). The chief compliance officer reports, both regularly and on an ad hoc basis, directly to the member of the board of management of Robert Bosch GmbH responsible for compliance. A comprehensive written report is prepared once a year. If necessary, the chief compliance officer is also entitled to contact the chair of the supervisory board directly.

The supervisory board's audit committee discusses the appropriateness and effectiveness of the governance systems with the board of management at least once a year and receives reports on the material risks and compliance issues. It also discusses measures for the adaptation and further development of corporate governance systems.

In the Bosch Group's regions, compliance offices have been set up as part of the Compliance Management corporate department. One of their tasks is to support the regions in fulfilling their obligations under the CMS and in conducting internal investigations. For this purpose, they have unrestricted authority to demand information and perform investigations, are independent in exercising their duties, and bound only by the instructions of the Compliance Management corporate department. In Germany, the divisions are supported directly by the Compliance Management corporate department; internal investigations are carried out by an independent unit within the Compliance Management corporate department.

Corporate Auditing follows a multi-year audit plan to review and assess the appropriateness and effectiveness of all CMS areas and elements (e.g. anti-corruption, antitrust law, anti-money laundering, the reporting system and third-party compliance). This comprehensive approach is based on our overarching Group directive "Bosch Corporate Group Compliance Management System" and the globally recognized IDW PS 980 standard.

In addition, the audit activities are compared with the Compliance Committee's maturity assessment. This ensures a standardized framework for assessing the maturity of individual CMS areas and elements and identifies potential for improvement and further development. The comparison gives Bosch a comprehensive insight into the appropriateness and effectiveness of the overarching CMS. We also review our CMS in connection with external audits and use the results as an opportunity to further develop the system.

Risk-based compliance checks

We carry out global compliance risk analyses on a regular basis. The focus here is on corruption, antitrust law and money laundering risks. We largely implemented the measures resulting from the 2024 analysis in 2025. These include, for example, activities to raise awareness among associates regarding individual risks, supplementary training programs for specific target groups, or even random checks of compliance with rules and processes. As planned, we also further developed our analysis approach in 2025, taking into account current regulatory requirements and risk management specifications. We have also begun transferring the analyses to our new IT system for governance, risk and compliance processes.

Our business partners are likewise regularly subject to a standardized and risk-based compliance check. This encompasses both customers and suppliers, potential acquisition and takeover targets, as well as possible partners in the establishment of joint ventures. The depth and scope of the checks depend on various factors, such as the nature of the business relationship. Corporate and personnel structures can also play a role. Checks focus in particular on non-compliance with the law or official regulations such as applicable penal laws, environmental regulations, and human rights. We refer to information in the public domain for this purpose. The findings are assessed using a standard process and appropriate measures are defined and introduced to the extent necessary. These can range from a more in-depth assessment right through to withdrawal from the business relationship or project. In 2024, we further developed our processes for checking business partners and replaced the existing IT tool with a new, enhanced solution in 2025. In particular, we have further strengthened our risk-based approach and increased user-friendliness, thereby further improving the efficiency of our audits.

Codes of conduct

Our Code of Conduct is an integral component of the Bosch corporate culture and provides guidance for our daily actions.[40] It defines basic rules of conduct in the company and provides guidance on issues such as accepting gratuities or the prevention of conflicts of interest. The Code of Conduct also describes our responsibility towards our associates, for example with regard to safe and inclusive workplaces and respectful treatment within the company. We also take a stand on our responsibility to society, for example with regard to respecting human rights and manufacturing safe products. We respect and protect international human rights on the basis of the following international frameworks, among others: United Nations Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises, core labor standards of the International Labor Organization (ILO). Our responsibility towards the environment is also addressed in the Code of Conduct (see also “Environment”).

The Code of Conduct applies to all associates of the Bosch Corporate Group worldwide. It is available to associates in more than 30 languages as a brochure and was communicated in a letter from the chairman of the board of management of Robert Bosch GmbH to all associates worldwide at the time of its publication. All associates exempt from collectively bargained agreements must confirm their acknowledgement of the document. In addition to the long version, there is also an abridged version that summarizes the key messages. Furthermore, the Code of Conduct is also available to internal and external stakeholders online as a pdf download and as a website with further information.

The basic principles of the Code of Conduct are specified in other central policies and in local regulations, in which we also take a clear stance against dumping. At the beginning of 2025, we published a new regulation on preventing corruption. It applies to all associates of the Bosch Corporate Group and regulates, among other things, the minimum standards applicable worldwide in dealing with gifts, invitations, sponsorship, donations and conflicts of interest, as well as in interactions with public officials. For example, so-called “facilitation payments”, i.e. payments to public officials to expedite official acts that are in themselves lawful, are still expressly prohibited worldwide. In addition to the globally applicable regulation, we have local policies that reflect the specifications, value limits and approval requirements of the individual countries. In Germany, for example, the acceptance and issue of gifts above a gross value limit of 50 euros per year and recipient requires approval.

In parallel to the measures mentioned above, we have implemented a new IT application with the aim of further standardizing and automating the review and documentation of requests, particularly for gifts and invitations. The application is already in use in Germany, Austria, France, Scandinavia and the Benelux and Baltic states. Other regions will follow in stages in 2026.

We feel that responsible and lawful conduct is important beyond company boundaries and have clearly communicated our expectations in our Code of Conduct for Business Partners.[41] In this way we require suppliers to the Bosch Group to comply with human rights and environment-related principles and to put in place appropriate processes in order to meet the corporate due diligence obligations. In addition, our suppliers are obliged to communicate our expectations to their own suppliers. Referenced in the Terms and Conditions of Purchase, the Code of Conduct is generally made an integral contractual element and is sent to all suppliers at the beginning of the business relationship (see also “Social | Complying with due diligence obligations relating to human rights and the environment”).

[40] The company BSH Hausgeräte GmbH has developed its own Code of Conduct.

[41] The company BSH Hausgeräte GmbH has its own Code of Conduct for Suppliers, which is comparable in content.

Compliance training

We use various training and communication measures to raise our associates' awareness of compliance. In addition to the general treatment of business ethics, our training program also covers specific compliance areas such as anti-corruption, money laundering, IP compliance, antitrust law, product compliance and customs and export control law (see T 34).

The compliance training program[42] is available to our associates in the form of online training courses (e.g. web-based training courses such as WBTs and learning videos), face-to-face events and basic instructions (documents). Participation in the basic business ethics training course on the Code of Conduct is mandatory for all associates worldwide. This applies to all employee groups, i.e. both full-time and part-time employees, white- and blue-collar workers[43], including temporary employees and employees of external companies (as part of temporary employment) as well as seasonal and temporary workers. The training includes introductions to compliance areas such as anti-corruption, antitrust law, money laundering and customs and export control law.

Further compliance training focusing on specific compliance areas and the respective risks is mandatory for certain target groups. These are selected on the basis of a risk-based approach.

Participation in the minimum compliance training courses is tracked using a dashboard, which also reflects participants' feedback as a basis for improving the quality of the training. Particular attention is paid to checking that training has been completed on time. When training programs are due, associates, managers and the relevant HR business partners are automatically notified. The training content must be repeated regularly, usually every two to three years. The programs are continuously developed and updated, in particular to take account of new developments and feedback from participants.

In 2025, the WBT and the basic instruction on the Code of Conduct were republished and the WBTs on anti-corruption, product compliance and antitrust law were reissued and communicated to associates for repetition. The new WBT "Export Controls and Sanctions" replaced the previous WBT and the virtual training course on this range of topics. At the beginning of January 2026, we provided a "refresher" on the Code of Conduct in the form of a short video for all associates. This is offered annually to refresh the content, unless the WBT as a whole is due for repetition anyway.

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Areas covered by the global minimum compliance training courses

Area	Topic	Format
Business ethics	Code of Conduct	WBT, document, video
Anti-corruption	Anti-corruption	WBT
Accounting law	Value limits for internal approvals	WBT
Anti-money laundering	Anti-Money Laundering	Document
IP compliance	Dealing with classified information	WBT
	Software license management	WBT
Antitrust law	Antitrust law	WBT, webinar
Product compliance	Product compliance	WBT
	Product safety and product liability	WBT
Customs and export control law	Export control and sanctions	WBT, document

At Bosch, compliance is an integral part of the annual performance review. Associates actively confirm in the related documentation that they have taken due note of the Code of Conduct and the internal regulations of relevance to them and will act accordingly.

[42] The company BSH Hausgeräte GmbH has developed its own compliance training program.
[43] Blue-collar workers in manufacturing who do not have access to the training IT system must watch at least three videos with the most relevant information on the Code of Conduct, the Bosch values and how to raise concerns ("Speak up").

Reporting systems

Where potential misconduct is suspected within the Bosch Group or at suppliers, associates and business partners as well as other third parties can make a disclosure via the Bosch Group's reporting system. NGOs can also contact us with their concerns at any time. Reports can be submitted – also anonymously – using the appropriate IT system, by e-mail, or phone.

The Bosch reporting system is available in a number of languages. Associates and customers are actively made aware of the possibility of submitting a report. We also ask our suppliers to make their associates aware of the Bosch reporting system and to inform them accordingly. The objective is to make it as easy as possible for all target groups to submit reports and to ensure the widest possible accessibility. All reports are processed independently, impartially, autonomously, carefully, and confidentially. The principle of objectivity and the protection of whistleblowers are our top priority. Our rules of procedure set out the details of the different channels and principles, as well as the processing procedure. Various regulatory requirements are taken into account, including the requirements of the European Parliament's Whistleblower Protection Directive and the German Act on Corporate Due Diligence Obligations to Prevent Human Rights Violations in Supply Chains (LkSG).

In addition to this, the departments responsible for processing reports have issued internal regulations and work instructions that further define the internal processing procedure and responsibilities.[44]

Procedure

When a report is received, it must be checked immediately. If a communication channel exists, receipt of the report must be confirmed and the incident must then be assigned to the responsible office for further processing. If there are sufficient indications of noncompliance with legally binding external standards, the Code of Conduct or other internal regulations, the matter is classified as a compliance case and must be investigated immediately.

If the internal investigations confirm a violation of the compliance requirement, this must be remediated immediately. In addition, appropriate measures must be taken to prevent future violations of this nature. Internal investigations must be carried out in strict compliance with existing legal limits, in particular data protection law, and taking the compliance culture into account (e.g. presumption of innocence). If such an investigation identifies a process weakness that facilitates violations of the compliance requirement, the responsible departments must be informed and necessary countermeasures must be taken. Any form of reprisal against whistleblowers, in particular negative consequences under labor law and the threat thereof, is prohibited.

The effectiveness of the reporting channels is ensured by the external provider of the reporting system and Bosch through appropriate measures. This includes carrying out effectiveness checks in accordance with the regulations on whistleblower protection and taking information from internal and external users into account when operating, maintaining, and further developing the process. When a person submits a report, they are asked how they became aware of the reporting system. Indications of any difficulties or opportunities for improvement in reporting are taken into account in both the ongoing development of the system and as part of the effectiveness review.

We want to further raise awareness of our reporting systems and complaints procedures through targeted campaigns. We address our associates through various internal communication channels. Our suppliers are made aware of our reporting system in the Code of Conduct for Business Partners, among other means. By acknowledging this Code of Conduct, they agree, in particular, to establish a reporting system or to participate in an industry-wide system. They also agree to inform their associates accordingly. Customers are made aware of the reporting systems and complaints procedures on our websites.

In 2025, 2,334 reports (prior year: 1,910 reports) were recorded via the Bosch and BSH Hausgeräte GmbH reporting systems. We have seen a steady increase in the number of reports over the last few years, a development we primarily attribute to the comprehensive measures in the field of compliance and the resulting increased awareness of compliance issues.

[44] The company BSH Hausgeräte GmbH operates its own reporting system, which is comparable in its basic features, and has developed its own rules of procedure.

Political lobbying

As a supplier of technology with global operations, we believe it is our responsibility to put our technology expertise to work for the common good and to demonstrate specific solutions to current challenges in society. With this in mind, we help shape opinions at government policy level, for example in associations and in various social forums. This commitment is driven by our "Invented for life" purpose.

Organization and regulations

Responsibility for political lobbying at Bosch is set out in an internal company policy. The Bosch Group's government relations are assigned to a corresponding corporate department, together with group-wide corporate communication. Activities include representing the company's interests at policymaker, association, and organization level; they are designed to make our technology know-how available in regulatory processes, strengthen the company's reputation, build trust and relationships, and support the company's profitability.

Headquartered in Berlin, our Corporate Governmental and Stakeholder Affairs department has offices around the world. A total of 48 associates represent the political interests of the Bosch Group worldwide vis-à-vis institutions, ministries, governments, parliaments, and society. They are trained on the topic of "Antitrust law" at three-year intervals as part of the compliance training course (see the "Compliance training" section).

Transparency as a matter of principle

Transparency is a central principle for the political lobbying of Bosch's interests. Consistent with this understanding, the company is registered in the relevant transparency registers worldwide, including in the United States, in Germany, or at European Union level. Depending on the respective legislation, the entries represent the scope and content of political advocacy.

Clear policy in the political arena

Internal company regulations at Bosch define the framework for engaging with politicians. These regulations define proper conduct, for example, in the run-up to elections, during visits to Bosch locations, or when Bosch associates come into contact with representatives and members of the political bodies of the EU. They also set out how to comply with the requirements of the EU Transparency Register and in what form Bosch participates in EU consultations.

Gratuities in dealings with third parties are likewise regulated internally within the company. It is only permitted to offer, grant, or accept gratuities in strict compliance with numerous prerequisites. Our rules relating to office holders are especially restrictive. Here, it must be ensured that any appearance of influence being exercised is ruled out and that the internal regulations of public authorities are adhered to. Should local law in some regions prescribe stricter or more detailed requirements, these must be adopted and complied with.

At a glance

Bosch is registered in the relevant transparency registers under the following identification numbers:

German Lobby Registry
- Robert Bosch GmbH: R000999
- Bosch Thermotechnik GmbH: R003224
- Bosch Healthcare Solutions GmbH: R004462

EU Transparency Register
- Robert Bosch GmbH: 8999533555-91
- Robert Bosch Power Tools GmbH: 040608651605-09
- Bosch Thermotechnology GmbH: 269619148071-01
- BSH Hausgeräte GmbH: 416456120129-02

USA Lobbying Disclosure
- Robert Bosch LLC: Senate ID# 40008054-12; House ID# 401320000

Since 2025, Bosch has generally no longer allowed donations to political parties worldwide. In Germany, this rule has already been in force since 2021, and the company participates in the economic dialogue forums of the parties instead. Through these memberships, we strive to provide stable financial support to the respective party and engage in a productive exchange of ideas on economic and industrial policy topics.

Priority topics and activities

Owing to its expertise in technologies of the future, such as artificial intelligence, electrification, hydrogen, and connected, automated driving, Bosch is a sought-after partner and thought leader in the policy-making process. We are in favor of standards that are both ambitious and as consistent as possible. For instance, we believe supranational legislation at EU level is preferable to having a large number of national requirements.

Our political lobbying activities aim to identify discussions and developments on political regulations and initiatives early on, which may affect our products, our company locations, or our business operations in general. As a rule, the Bosch Group supports policy frameworks that are conducive to innovation, and endeavors to find possible solutions for the challenges facing society.

Our aim is to contribute to the relevant topics by taking a stand on issues such as technical feasibility and impact on society. We also want to do justice in this regard to the complete spectrum of requirements of our stakeholders. We are committed to remaining politically neutral.

Aligned policy papers define the Bosch Group's position on relevant topics and provide a summary of facts and arguments. Released by Robert Bosch GmbH's board of management, these global policy compass papers are valid worldwide. They form the basis for political lobbying and are supplemented by specific regional position papers to take account of respective regional or national legislation. The facts and arguments are also publicly available in the context of EU consultations. Further information is available online.

Due to our highly diversified product portfolio, we are affected by a large number of legislative projects, including in climate, energy, and environmental conservation policy as well as transport, research, and trade policy, data and digitalization laws, cybersecurity, or labor and social policy. At UN level, we advocate for the harmonization of technical standards, for example, for automated driving.

The priorities of our political lobbying activities are set each year by Robert Bosch GmbH's board of management. Our activities centered on the following topics in 2025:

▸ Climate action

For the industrial company Bosch, the question of how best to reconcile climate action and competitiveness is of particular importance. In this context, we advocate for regulation that is open to different technological solutions and takes account of environmental, social, and economic factors. To reach the EU climate targets, all technologies that reduce CO_2 emissions have to be leveraged. These include all forms of electromobility from e-bikes to trucks as well as the cross-sectoral deployment of renewable fuels as well as hydrogen. At a national as well as EU level, we are committed to the further development of the hydrogen economy.

▸ Geopolitical situation and international trade

As a globally operating company, Bosch monitors geopolitical developments very closely. The global trading environment has changed dramatically in recent years. Protectionist tendencies are on the rise and trade measures are being used increasingly to protect geo-economic and national security interests. This means that companies are being confronted by additional costs, increasing fragmentation of markets, and potential disruptions in their supply chains.

▸ Circular economy

The European Union's targets in the area of sustainability and climate policy are reflected in a large number of laws and initiatives. Specific product requirements and sustainability reporting obligations play a central role here. Bosch is in favor of the EU's general efforts to achieve more transparent and comparable corporate sustainability information. When implementing the requirements, it is still necessary to eliminate legal uncertainties and ensure uniform interpretations that avoid distortions of competition. The announced European regulations are to be developed in close cooperation with existing, internationally recognized standards so that they are available promptly and redundant reporting in different publications is avoided.

Moreover, Bosch pursued the legislative process for deforestation-free products. Limiting the bureaucratic effort involved was important to us in this context as well as ensuring that it would be affordable for companies to implement. Bosch is also closely following the current legislative process for the Ecodesign for Sustainable Products Regulation, the End of Life Vehicles Directive, the EU Taxonomy, the Corporate Sustainability Reporting Directive (CSRD), the Green Claims Directive, and the implementation of the Battery Regulation. Bosch supports the EU Commission's efforts to reduce bureaucratic burdens for companies and to simplify or harmonize existing legislation (so-called "omnibus" packages) by means of targeted initiatives.

▸ Human rights

In 2025, the EU Commission placed a stronger focus on improving the EU's competitiveness and announced that it would reduce bureaucratic burdens for companies. As part of this, a proposal for an ESG omnibus was presented in 2025, which also includes a revision of the Directive on Corporate Sustainability Due Diligence (CSDDD) in the supply chain. Bosch supports the intended simplification of implementation for companies, while retaining the original objective of the directive. Legal certainty is essential for companies to implement due diligence in the supply chain. This is best ensured by setting clear requirements that can be easily implemented in practice.

▸ Digitalization

Digitalization remains an important component for innovative and sustainable development of the economy: Applications, in particular in connection with the use of artificial intelligence, must serve humans and must be safe, robust, and explainable – and thus trustworthy. We therefore support the corresponding legislative processes and put forward our position through dialogue with decision makers.

2025 saw a large number of regulations come into effect in the area of digitalization. The European Union's AI Act is of particular importance to our operations. Bosch welcomes the general motives that led to the enactment of the AI Act, since the legal regulations will help to create trust in artificial intelligence and its application. At the same time, it must be ensured that companies in the EU can develop innovative solutions and bring them to market. Bosch therefore supports the simplification of digital legislation initiated by the EU.

▸ Assisted and autonomous driving

Bosch laid the foundations for all levels of automated driving early on with driver assistance systems and the associated sensor technology. To make driving safer and more comfortable, Bosch is focusing on the gradual development and introduction of driver assistance systems and automated driving for private vehicles (SAE Level 1–3). Bosch contributes its expertise at national, European and international level. In 2025, Bosch actively supported the discussions on assisted, combined lateral and longitudinal control of vehicles (UN R 171 on Driver Control Assistance Systems (DCAS)) at SAE Level 2. We are continuing to work on the market launch of automated driving solutions based on our experiences in the field with driver assistance systems and our extensive pre-development activities for components and software solutions.

In 2024, Bosch launched a series production assistance system in China that is linked to navigation. The result: after entering the destination, the vehicle independently performs driving maneuvers along the selected route. The driver remains responsible for driving, but they are assisted in performing their driving task.

▸ Research and innovation

As a matter of principle, Bosch only engages in business operations that are viable without support from subsidies. We consider temporary government support a suitable instrument only in efforts to assist breakthroughs in new technologies or for the purpose of implementing industrial policy strategies. In the reporting period, Bosch received funding of around 289 million euros for R&D projects and as part of the IPCEI (Important Project of Common European Interest) funding program "Microelectronics and communication technologies". A further 1.5 million euros was raised for the promotion of training and further education measures. The measures aim to open up new prospects for the associates concerned against the backdrop of the company's transformation.

In addition to direct exchanges with policymakers, Bosch is involved in numerous associations and participates actively in formulating positions. In Germany, at EU level, and in a number of other countries, we are members of the relevant industry associations.

In Germany, for example, we are members of the German Electro and Digital Industry Association (ZVEI), the German Association of the Automotive Industry (VDA), the German Federal Association for Information Technology, Telecommunications, and New Media (BITKOM), and the German Mechanical Engineering Industry Association (VDMA). In addition, we are active on the executive board and steering committee of econsense – Forum Nachhaltige Entwicklung der Deutschen Wirtschaft e.V. (Forum for Sustainable Development of German Business).

In Brussels, we are members of the European Suppliers Association CLEPA, DIGITALEUROPE and Hydrogen Europe, among others, and Bosch is also represented in the International Chamber of Commerce. In the United States, for example, we are also members of the National Association of Manufacturers (NAM) and the Alliance for Automotive Innovation, and we are members of various national automotive industry associations in other countries, including Brazil (Sindipecas), Mexico (INA), and India (ACMA). BSH Hausgeräte GmbH is also a member of APPLiA Home Appliance Europe, the European association of household appliance manufacturers.

Organization of public stakeholder dialogues

Bosch strategically engages in and helps to actively shape social discourse. We enter into dialogue with policymakers, scientists, and society in the context of specific events on socially relevant topics and also seek new and innovative formats.

Among other things, we organized a high-level panel discussion in cooperation with the European School of Management and Technology Berlin in January 2025 on the topic of "Innovate for tomorrow: start-ups, sustainability, and societal impact", which was preceded by a workshop with students. The discussion with the chairman of the board of management of Bosch and other representatives from politics, business and civil society focused on the question of how startups use technologies for sustainable solutions, which financing strategies best support companies and what role politics plays in promoting innovation.

In June 2025, the chief executive officer of the Robert Bosch Stiftung and the head of corporate communications and governmental affairs at Bosch jointly hosted the Round Table "Change processes and their audience – transformation in complex systems". After a keynote speech by a leading sociologist, the 22 experts from politics, business, academia and civil society explored the question of how the necessary change processes can be advanced in a world in which populist movements are experiencing a renaissance in complex public discourse.

In July 2025, we organized an event together with a media partner and a consulting firm under the banner “DENKRAUM Für Soziale Marktwirtschaft” (Think-tank for a social market economy) on the subject “The art of cooperation: a (new) culture of trust between civil society, the state and business?”. Together with representatives from politics, business, science and society, the chairman of the board of management at Bosch discussed trust as the basis for economic success, social cohesion and political stability. Best practice examples of the art of cooperation in politics, administration and civil society were presented to the 135 participants at the themed stations.

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[a] The references indicate the pages on which the respective GRI content is mentioned within this report. References marked “AR” refer to our 2025 annual report.

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[a] The references indicate the pages on which the respective GRI content is mentioned within this report. References marked “AR” refer to our 2025 annual report.

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[a] The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our 2025 annual report.

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[a] The references indicate the pages on which the respective GRI content is mentioned within this report. References marked “AR” refer to our 2025 annual report.

Independent auditor's report

on a reasonable assurance engagement

To Robert Bosch Gesellschaft mit beschränkter Haftung, Stuttgart

We have performed a reasonable assurance engagement on selected Key Performance Indicators and statements within the sustainability report of Robert Bosch Gesellschaft mit beschränkter Haftung, Stuttgart (hereinafter the "Company"), which are marked with the "✓" symbol in the sustainability report, for the period from 1 January to 31 December 2025 (hereinafter "selected disclosures").

Our engagement exclusively refers to the selected disclosures marked with the "✓" symbol in the German pdf version of the sustainability report.

Responsibilities of the executive directors

The executive directors of the Company are responsible for the preparation of the sustainability report containing the selected disclosures with reference to the GRI Sustainability Reporting Standards (hereafter "applicable criteria").

These responsibilities of the Company's executive directors include the selection and application of appropriate methods for the preparation of the selected disclosures and making assumptions and estimates about individual non-financial disclosures that are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal control as the executive directors consider necessary to enable the preparation of selected disclosures that are free from material misstatement, whether due to fraud (manipulation of the selected disclosures) or error.

Independence and quality assurance of the auditor's firm

We have complied with the German professional requirements on independence as well as other professional conduct requirements.

Our audit firm applies the national legal requirements and professional pronouncements – in particular the BS WP/vBP ["Berufssatzung für Wirtschaftsprüfer/vereidigte Buchprüfer": Professional Charter for German Public Accountants/German Sworn Auditors] in the exercise of their Profession and the IDW Standard on Quality Management issued by the Institute of Public Auditors in Germany (IDW): Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)) and accordingly maintains a comprehensive quality management system that includes documented policies and procedures with regard to compliance with professional ethical requirements, professional standards as well as relevant statutory and other legal requirements.

Responsibilities of the auditor

Our responsibility is to express a reasonable assurance opinion on the selected disclosures based on our assurance engagement.

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the IAASB. This standard requires that we plan and perform the assurance engagement to obtain reasonable assurance about whether the Company's selected disclosures are prepared, in all material respects, in accordance with the applicable criteria.

The assurance engagement on the selected disclosures includes performing procedures and obtaining evidence for the quantitative and qualitative information in the selected disclosures that is sufficient and appropriate to provide a basis for our opinion.

We exercise professional judgment and maintain professional skepticism throughout the assurance engagement. Our procedures also include:

- Obtaining an understanding of the carbon neutrality program and the policies relating to work accidents within the Group.
- Identifying and assessing the risks of material misstatement in the selected disclosures, whether due to fraud or error, designing and performing procedures responsive to those risks, and obtaining evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the assurance engagement on the selected disclosures in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of these systems.
- Obtaining sufficient appropriate evidence, e.g., during site visits, for the selected isclosures to express our opinion.
- Evaluating the appropriateness of methods used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.

- Evaluating the presentation of the selected disclosures; and

- Considering the existence of carbon offset certificates but not their effectiveness.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, on the basis of the knowledge obtained in the assurance engagement, the selected disclosures of Robert Bosch Gesellschaft mit beschränkter Haftung for the period from 1 January to 31 December 2025 are prepared, in all material respects, in accordance with the applicable criteria.

Restriction of use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. As a result, it may not be suitable for another purpose than the aforementioned. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company alone. We do not accept any responsibility to third parties. Our assurance opinion is not modified in this respect.

General Engagement Terms and Liability

The "General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms]" dated 1 January 2024, which are attached to this report, are applicable to this engagement and also govern our relations with third parties in the context of this engagement (ey-idw-aab-en-2024.pdf). In addition, please refer to the liability provisions contained there in no. 9 and to the exclusion of liability towards third parties. We accept no responsibility, liability or other obligations towards third parties unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We make express reference to the fact that we will not update the report to reflect events or circumstances arising after it was issued, unless required to do so by law. It is the sole responsibility of anyone taking note of the summarized result of our work contained in this report to decide whether and in what way this information is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

Stuttgart, 11 March 2026

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Storz	Beil
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

About this report

The Bosch Group's sustainability report has been published annually since 2011. The present report describes the progress made in terms of sustainable business practices in the 2025 financial year (January 1, 2025, to December 31, 2025).

As in previous years, the report follows the guidelines of the Global Reporting Initiative (GRI). The Bosch Group has reported with reference to the GRI Standards for the 2025 financial year. Selected key indicators and statements on climate action and occupational health and safety were audited by EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft to obtain reasonable assurance. Audited content in this sustainability report is marked "✓." Tables and graphics as well as highlighted boxes are part of the audited content, provided that the information contained is marked "✓."

Unless otherwise stated, all information in this report refers to the full consolidated group, with the exception of the companies that have been part of the Home Comfort (HC) division since August 1, 2025 as a result of the acquisition of the heating, ventilation and air conditioning business for residential and small commercial buildings from Johnson Controls and the Johnson Controls-Hitachi Air Conditioning joint venture (referred to throughout this report as the "HC acquisition"). At the time of reporting, these companies are in a post-merger integration process and are therefore not covered by this sustainability report. Only in selected indicators (information on turnover, energy demand, Scope 1 & 2 GHG emissions, work-related accidents, total workforce, each taken into account from August 1, 2025), which are marked accordingly in the report, have the companies or locations of the HC acquisition already been taken into account.

Against this backdrop, the consolidated group for this sustainability report includes Robert Bosch GmbH and a further 453 (prior year: 490) fully consolidated entities. Details of the scope of consolidation and the developments in the financial year relating to it can be found in the annual report (see 2025 annual report, page 74 et seq.).

Unless otherwise stated, the key environmental and occupational health and safety indicators cover 443 (prior year: 454) reportable locations. Reportable locations are all production locations and development locations (with material responsibility) with more than 50 associates as well as other sites with more than 100 associates.

The information for this report was requested electronically and the data was mainly compiled using software specific to each division. We prefer to use supplier invoices and our own measurements to calculate environmental indicators. If this is not possible, we use reference values or other estimates for the calculations. As a rule, we aim to present three-year trends to enable better comparability. In individual cases, information relating to previous periods was restated as a result of changes in the methods used to collect and calculate data. The corresponding changes are marked in the text. Discrepancies in the totals are possible due to rounding differences.

We have assessed the impacts, risks and opportunities according to different time horizons. While the "short-term" assessment covers the period up to one year into the future, the "medium-term" assessment extends up to four years into the future. We define "long-term" as effects, risks and opportunities that may occur from the fifth year after the assessment.

All forward-looking statements in this report are based on the assumptions valid as of the copy deadline and made after careful examination and consideration. Due to known and unknown risks, uncertainties, and other factors, the actual results, developments, or performance of the company may differ from our forecasts, assessments, and announcements.

German and English pdf versions of the sustainability report 2025 are available online. Further information can be found at sustainability.bosch.com and in the 2025 annual report. Reporting will continue in spring 2027.

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