Sustainability report 2024

Ambitions

BOSCH

Contents

Foreword

Dear readers,

In a time marked by numerous crises and fundamental challenges, one thing must not take a back seat: our efforts to protect the climate and environment. This is why Bosch remains resolutely committed to greater sustainability.

2024 was the warmest year since records began. For the first time ever, the average global temperature was more than 1.5 degrees Celsius higher than the pre-industrial average. Climate change is already leading to a loss of habitats. This trend must be stopped.

With its more than 450 locations worldwide, in 2020 Bosch was one of the first global industrial companies to achieve carbon neutrality (scope 1 & 2).[1] Compared to 2018, the baseline year for our calculations, we save more than 2.7 million metric tons of CO_2 per year and offset the remaining 0.5 million metric tons. But is that enough?

STEFAN GROSCH

DR. STEFAN HARTUNG

[1] For terms and details see the Environment | Climate action section.

In 2018, indirect CO_2 emissions from upstream and downstream value chains such as transport, procurement, and the use of Bosch products still amounted to 458 million metric tons of CO_2 (scope 3). This was where action was needed, and this is where we focused our efforts: in the space of five years, Bosch succeeded in reducing CO_2 emissions in the upstream and downstream value chains to 335 million metric tons of CO_2 in 2023. In other words, we achieved a reduction of 123 million metric tons of CO_2. Contributing to this were the transformation of the energy sector, a product portfolio geared towards energy and resource efficiency, and mitigation technologies such as heat pumps and electric motors. At the same time, we are increasingly involving our suppliers in our decarbonization activities. Many have committed themselves – with our support – to complying with the Paris Climate Agreement.

Encouraged by this success, we have decided to push our previous reduction target of 15 percent even further. Compared to our 2018 baseline year, we now aim to cut our scope 3 emissions by 30 percent in absolute terms by 2030, and this independent of our goal to continuously increase Bosch's sales revenue. Bosch intends to grow while having as little negative impact on the climate and environment as possible.

One example is our entry into the hydrogen generation technology business. Here, Bosch is developing the core component of an electrolyzer, the so-called stack, which consists of over a hundred electrolysis cells that split water into oxygen and hydrogen using electricity. With this innovation, we're expanding our green tech portfolio and underpinning our leading position in this domain. Bosch is a pioneer in this regard – no other company in Germany holds more outstanding green tech patents.[2]

The key is not just to invent and create new things, but also to refine what already exists. More output with fewer resources – this is an approach that works. Last year, we launched a rechargeable battery for professional power tools that delivers up to 70 percent longer runtimes than previous rechargeable battery models – all while still having the same size and weight. Efficiency leaps are also possible in hydraulics with new technology. For example, our variable-speed powertrain solutions have the potential to reduce energy consumption by up to 80 percent compared to previous models.

One increasingly important aspect of enhancing the sustainability of products and services is the development of a circular economy. This involves reusing components and products, consistently recycling, and reducing waste. A circular economy not only helps to conserve resources and make supply chains more resilient, but also to reduce energy demand and CO_2 emissions.

[2] Cf. Bertelsmann Stiftung, "Green Tech made in Germany: Wie zukunftsfit sind wir?", Gütersloh 2023.

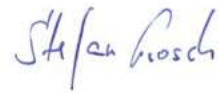
Bosch has firmly integrated these guiding principles into its corporate thinking and actions: repair, replace, or recycle products so they can continue being used. Whether it's industry and trade, energy and buildings, for the home or mobility, Bosch offers corresponding services in almost all its areas of business. Refrigerators, washing machines, and dishwashers can be rented through Bosch's BlueMovement circular business model, defective vehicle components such as generators or steering and braking systems can be replaced using the Bosch eXchange program, and industrial plants and machinery can be reconditioned by Bosch Rexroth. The intention: to transform old into new. Over the last 15 years, Bosch Rexroth has used remanufacturing to overhaul several hundred thousand control units, servomotors, and electronic drive parts. Remanufacturing can save around 75 percent of components, and compared to buying things new, customers can save up to 50 percent of the cost for remanufactured components.

And that's not all. The Power Tools division has established a network in which recyclable materials are collected at Bosch plants, recycled externally, and reused. New Bosch accessories for power tools are made from carbide and grinding sludge, for example drill attachments or saw blades. Carbide production currently uses around 20 percent recycled material from Bosch's own sources, which reduces the demand for the high-risk primary raw materials tungsten and cobalt accordingly.

These examples show that ecology and economy are not mutually exclusive. The EU taxonomy, which classifies and categorizes sustainable business activities and is intended to promote environmentally friendly growth, also plays a role here. New criteria are being set for entrepreneurial success. At Bosch, we're approaching this with conviction and taking our responsibility seriously. Climate change will not wait for us to get our act together, we must tackle it now. The good thing is that there's a lot we can do – it's within our power to shape a future that restores the balance between people and the environment, supported by an ambitious and innovative sustainable economy.

We wish you an enjoyable read and appreciate your interest.

Dr. Stefan Hartung
Chairman of the board of management



Stefan Grosch
Member of the board of management and director of industrial relations

06

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

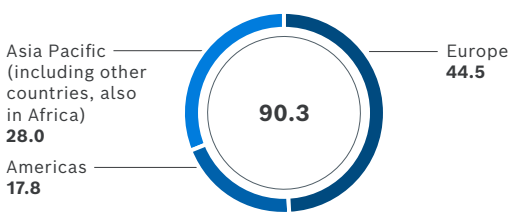
The Bosch Group is a leading global supplier of technology and services. It employs roughly 417,900 associates worldwide (as of December 31, 2024). The company generated sales revenue of 90.3 billion euros in 2024. Its operations are divided into four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology. Universal trends such as automation, electrification, digitalization, and connectivity as well as an orientation to sustainability are increasingly determining the group's business operations. Bosch's broad footprint as a global and diversified technology company strengthens its innovativeness and robustness.

Bosch uses its proven expertise in sensor technology, software, and services to offer customers cross-domain solutions from a single source. At the same time, Bosch uses its know-how in areas such as connectivity and artificial intelligence to develop and manufacture intelligent, user-friendly, and sustainable products. With technology that is

G 01

Sales revenue

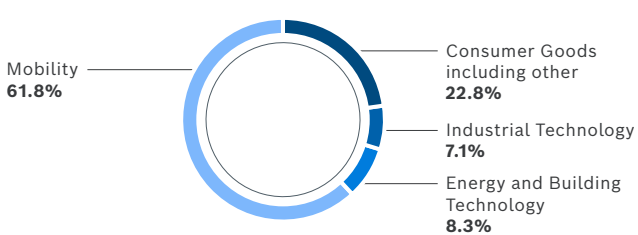
Bosch Group 2024 by region, in billions of euros



G 02

Sales revenue structure

Sales revenue Bosch Group 2024 by business sector



"Invented for life," Bosch wants to help improve quality of life and conserve natural resources. With its more than 450 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2). In 2024, residual emissions of roughly 531,300 metric tons of CO_2 were offset by carbon credits. Year on year, this is a decrease of roughly 49,600 metric tons of CO_2, or 8.5 percent.[3]

The Bosch Group comprises Robert Bosch GmbH and its roughly 490 subsidiary and regional companies in more than 60 countries. Including sales and service partners, Bosch's global manufacturing, engineering, and sales network covers nearly every country in the world. Bosch's innovative strength is key to the company's further development. Bosch employs around 86,800 associates in research and development at 136 locations around the globe, including roughly 48,000 software engineers. You will find further details on research and development at Bosch online and in the 2024 annual report, page 67 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 corporation owned by the Bosch family. The majority of voting rights are held by Robert Bosch Industrietreuhand KG. 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.

Bosch also supports the United Nations Sustainable Development Goals (SDG).

[3] Scopes 1, 2, and 3 are used in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. For further details about the Bosch Group's carbon neutrality (scope 1 & 2), see the "Environment | Climate action" section.

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.

Defined as a group-wide task within the Bosch Group, sustainability is coordinated by the Sustainability and EHS (Environment, Health, Safety) corporate department. The business sectors pursue the jointly set goals on the basis of systematic sustainability management. The contents, tasks, and related controlling are anchored in the company's processes. Internal company regulations define the organization and responsibilities for sustainability and EHS in the Bosch Group.

The board of management of Robert Bosch GmbH is responsible for sustainability and EHS and assigns one of its members to perform the corresponding organizational and supervisory duties. Goal 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. For information on Robert Bosch GmbH's board of management and supervisory board, see the 2024 annual report, page 10 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.

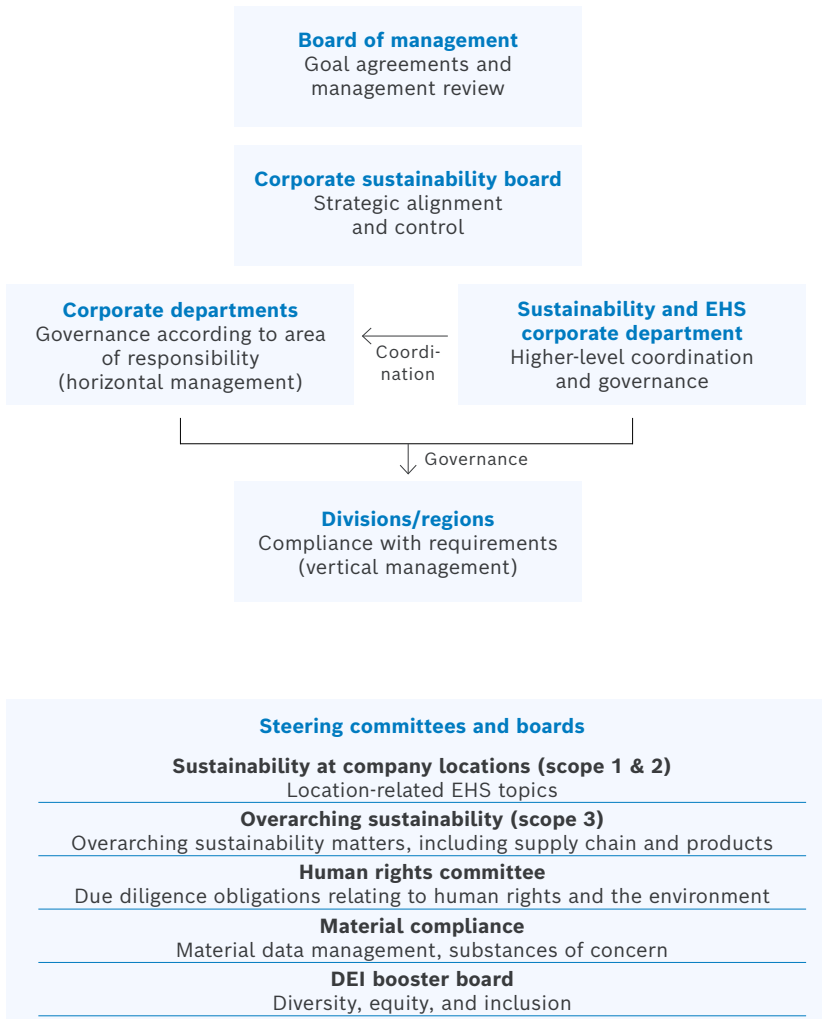
The CSB members are the chief financial officer of the Bosch Group, the board of management member responsible for the Mobility business sector, and the heads of the corporate departments responsible for the relevant matters: Research and Advance Engineering, Purchasing and Logistics, Real Estate, Human 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 committee's main tasks are to define the sustainability strategy and goals for the Bosch Group, to adopt sustainability activities, to provide transparency and decide in the event of conflicting objectives, to monitor implementation of the sustainability strategy and activities, and to coordinate group-wide position papers on sustainability matters.

The Sustainability and EHS corporate department is responsible for sustainability management, which mainly entails setting and tracking goals, designing and accompanying programs, preparing concepts for further development, and sustainability reporting. It is accountable for governance in all matters concerning sustainability and EHS and coordinates implementation of regulatory requirements throughout the group. The Corporate Communications and Governmental Affairs corporate department is responsible for sustainability communications and interaction with stakeholders around the world.

The competent officers at corporate headquarters and in the divisions are responsible for implementing the sustainability strategy worldwide and for monitoring the achievement of goals. 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. In parallel, the Sustainability and EHS corporate department regularly performs internal sustainability and EHS audits.

G 03

How sustainability is organized at Bosch



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 taking stakeholder interests into account. With the exception of the material compliance steering committee, which generally meets quarterly, the steering committees meet twice a year.

Continuous improvement

Bosch's global sustainability management 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 goals, and the execution of strategic projects.

- 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.

- 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 central departments.

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 01).

As part of our double materiality assessment, we identified the sustainability matters in 2024 that could have a significant impact on our business, people, and the environment. With this approach, we are following the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS). The assessment covers Bosch's global activities and the entire value chain, taking the results of our established due diligence processes and exchange with our stakeholders into account. It followed a four-stage process:

▸ Determining the scope of topics and defining potentially material impacts, risks, and opportunities

The first step was adapting a predefined list of topics (ESRS 1, AR 16) to Bosch's activities and identifying the sustainability matters potentially associated with material impacts, risks, and opportunities (IRO). For this purpose, we also carried out qualitative and quantitative assessments of our own activities in our value chain, taking relevant sectors and geographical risk areas as well as typical production processes into account.

▸ Assessing the impacts, risks, and opportunities

In the next step, the identified IRO were assessed by the corporate departments responsible for the topics. A standardized methodology was used as a basis, which also allows for short-term, medium-term, and long-term assessments and takes both the materiality of the impact and the financial materiality into account.

When assessing the materiality of impacts, the focus was on the severity, i.e., the extent, scope, and irremediability, and the probability of occurrence of potential impacts on people and the environment. The assessment covered the entire value chain and included both positive and negative impacts. The results were classified on a scale from 0 (very low) to 100 (critical), with a materiality threshold of ≥ 40.

For financial materiality, the financial extent and probability of occurrence of the identified risks and opportunities were assessed based on the Bosch Group's risk management assessment methods. Criteria included the impact on the financial position, company performance, cash flow, and cost of capital. These results were classified on a scale from 1 (very low) to 5 (critical). Level 4 was defined as the materiality threshold, which corresponds to a financial impact of at least 50 million euros. For further information on the analyses conducted, see the Environment and Social sections.

T 01

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 and partners	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, initiative 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

Stakeholder engagement

The results of the assessments were discussed with external stakeholders at a round table event. Their feedback was incorporated into the materiality assessment. Participants included representatives from non-governmental organizations, business associations, ESG rating agencies, providers of certification and auditing services, customers, and other business partners.

Confirmation by the board of management

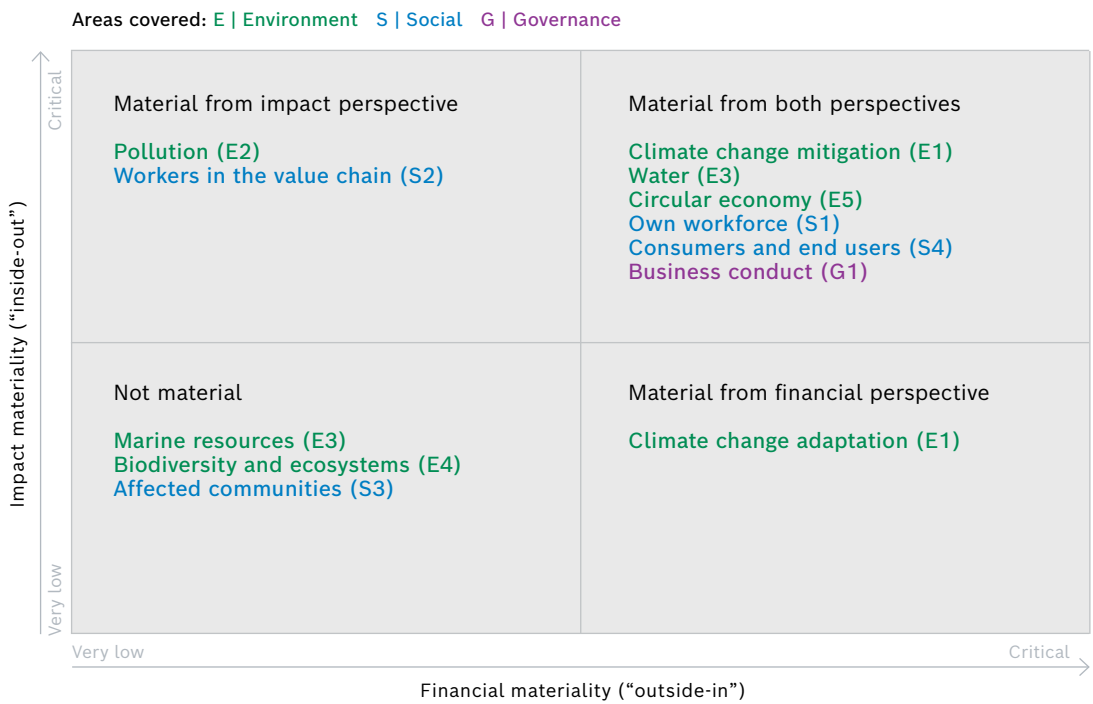
The results of the double materiality assessment were reviewed by the corporate sustainability board and finally approved by its members.

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. In this context, the corporate coordinating office for the risk management system is responsible for continuously refining the system. For further information and a description of material risks, see the 2024 annual report, page 79 et seq. The material antitrust and legal risks are also described there.

T 02

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.

Sustainability strategy

We are convinced that sustainability can make a significant contribution to Bosch achieving its growth objectives. We therefore continually strive to create win-win situations by achieving economic success while enhancing sustainability at the same time. Our vision for sustainability with its six 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. We adjusted the vision based on the results of our new double materiality assessment in 2024. The two topics “Employer of choice” and “Diversity, equity, and inclusion” were integrated into the new “People” dimension and the aspect of “Pollution” was included in the “Health” dimension. We have also anchored the two topics of “Business ethics” and “Privacy” in the vision in the overarching “Governance” dimension (see G 04).

Our sustainability activities consider the entire value chain – from the procurement of materials and goods through production at Bosch locations to the product use phase and beyond (“end of life”).

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. Topics such as climate action, circular economy, and water offer further 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” mission statement 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 obliged to report in accordance with the EU taxonomy. 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 progress toward the EU environmental targets and to manage the development of our portfolio using corresponding KPIs.

G 04

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.

Goals and goal achievement

Dimension	Goals	2024 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 Operating carbon neutral in scopes 1 and 2 and continuously improving the mix of measures by 2030	With its more than 450 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2).[4] 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 2024, residual emissions of roughly 531,300 metric tons of CO_2 were offset by carbon credits. This represents a decrease of 8.5 percent on the prior year's level (see the "Environment | Climate action" section).	
	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 27 percent, down to 335 million metric tons of CO_2 in 2023. In this process, we are focusing on the categories that make up 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 the "Environment | Climate action" section).	
	Energy efficiency and renewable energies Saving 1.7 TWh through increased energy efficiency by 2030	Since 2019, we have initiated over 7,000 energy-efficiency projects worldwide, with roughly 1,100 new projects added in 2024 alone. With them, we have so far captured savings potential of 1,144 GWh in total. This corresponds to a goal achievement level of 67 percent (see the "Environment | Climate action" section).	
	Increasing own renewable generation at our sites to 400 GWh and 100 percent green electricity by 2030	In 2024, we generated 197 GWh of energy from renewable sources in-house at our company locations. Accordingly, we have already reached 49 percent of our target value. In addition, around 99.5 percent of the Bosch Group's global electricity demand was covered by green electricity (electricity purchased from renewable sources) (see the "Environment | Climate action" section).	
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	Since 2019, we have launched more than 260 projects and reduced water withdrawal by 28.5 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 for Nature (see the "Environment | Water" section).	
	Water quality Improving the quality of wastewater flows	In 2024, Bosch's wastewater volume decreased to 15.25 million m^3 (prior year: 15.46 million m^3). We have established standard processes in the company for monitoring local wastewater quality requirements and standards (see the "Environment | Other environmental impacts" section).	

[4] Scopes 1, 2, and 3 are used here in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. We have taken into account the effects of 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.

Dimension	Goals	2024 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 the "Environment | Circular economy" section).	
	Second life Extending product life cycles and reusing materials and components	Our activities range from reusing products and their components to repairs and right through to remanufacturing – in each case with the objective of extending product and component life cycles. The individual divisions of Bosch each have their own objectives in this regard, depending on market and product-specific framework conditions (see the "Environment | Circular economy" section).	
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 Attractive working conditions and recruitment of talent for growth areas	Bosch supports its associates in striking a balance between their individual career goals, personal life-style, and private goals. We offer career opportunities for various positions in diverse fields of work at Bosch (see the "Social | Bosch as an employer"section).	
	Diversity, equity, and inclusion Ensuring equitable opportunities and increasing the proportion of female executives to 25 percent by 2030	Globally, the proportion of female executives rose to 20.4 percent in 2024 (prior year: 20.0 percent) across all management levels (see the "Social | Bosch as an employer" section).	
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 and take appropriate remedial action in the case of violations (see the "Social | Complying with due diligence obligations relating to human rights and the environment" section).	
	Transparency Increasing transparency about compliance with environmental and social standards	By the end of 2024, we had assessed around 82 percent of our relevant direct materials suppliers (excluding BSH Hausgeräte GmbH) for compliance with our requirements. We also assessed 77 percent of indirect materials suppliers who are particularly relevant in terms of country risk and field of materials risk (see the "Social | Complying with due diligence obligations relating to human rights and the environment" section).	

Dimension	Goals	2024 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	The accident rate was reduced to 1.46 accidents per one million hours worked (prior year: 1.49) (see the "Social | Bosch as an employer" section).	
	Pollution and substances of concern Continuously upgrading materials data management	Bosch handles substances of 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 the "Environment | Other environmental impacts" section).	

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. The aim is for sustainability to become a shared mindset within the company – shouldered by each associate through their conduct. Specific impetus is provided in seven action areas (see G 05).

The following measures are examples of our activities in 2024:

Sustainability multipliers

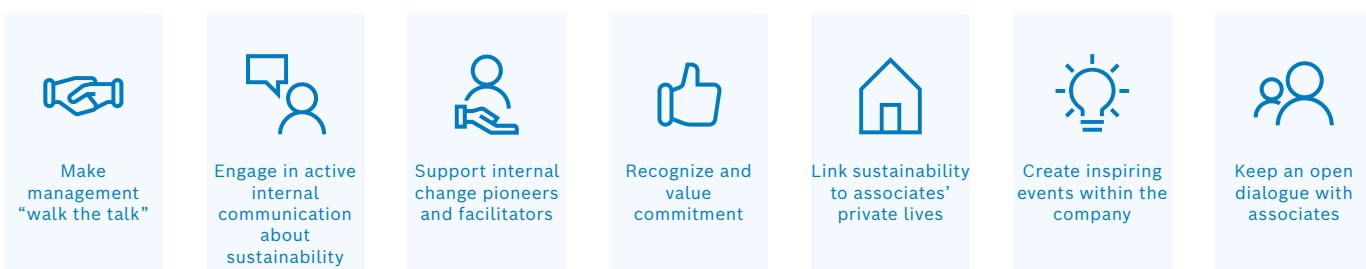
At Bosch, executives are role models and, as such, multipliers for sustainability. They are required to attend web-based training to familiarize themselves with the sustainability strategy and the targets set. Since the training program's launch in 2014, around 34,200 executives with and without team management responsibilities have already completed the course.

Sustainability days at Bosch locations worldwide

The "Word Tour of Sustainability" live stream event has been held annually since 2023. The one-day event in 2024 focused on a total of 35 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 Awards." The award honors outstanding projects each year in the categories "CO_2 and energy efficiency," "resource efficiency," "occupational safety," "sustainable products," and "sustainability culture." The 278 applications submitted reflect the high level of motivation among associates to contribute to greater sustainability.

G 05

Seven action areas for embedding sustainability culture



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

Events took place again at various locations in 2024 to put the spotlight on the topic of sustainability in the company. For example, Bosch Japan hosted a sustainability week in September during which around 1,000 associates took the opportunity to find out about sustainability at Bosch by taking part in 13 online sessions and several on-site workshops.

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 2024 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).

Bosch also supports the United Nations Sustainable Development Goals (SDG) adopted in 2015. Accordingly, we regularly benchmark our sustainability activities against the 17 SDG (see T 03).

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 25.8 million euros worldwide (prior year: 26.6 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.

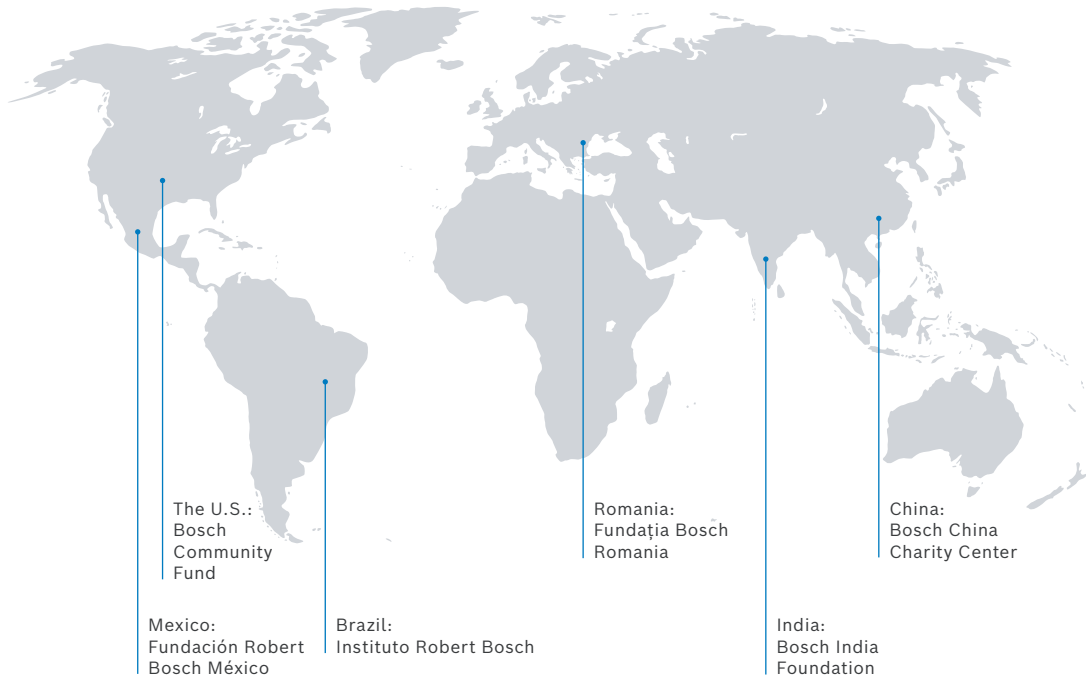
One focus of global donation activities in 2024 was on emergency aid in the event of a disaster, in particular aid for the victims of the catastrophic floods in Spain in the fall. Robert Bosch GmbH donated 500,000 euros to the German Red Cross to help deal with the consequences of the flood. A further donation of 50,000 euros was made by Bosch in Spain directly to the particularly hard-hit communities. In addition, support packages were provided by various Bosch divisions to alleviate the situation of those affected in the flooded areas.

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.

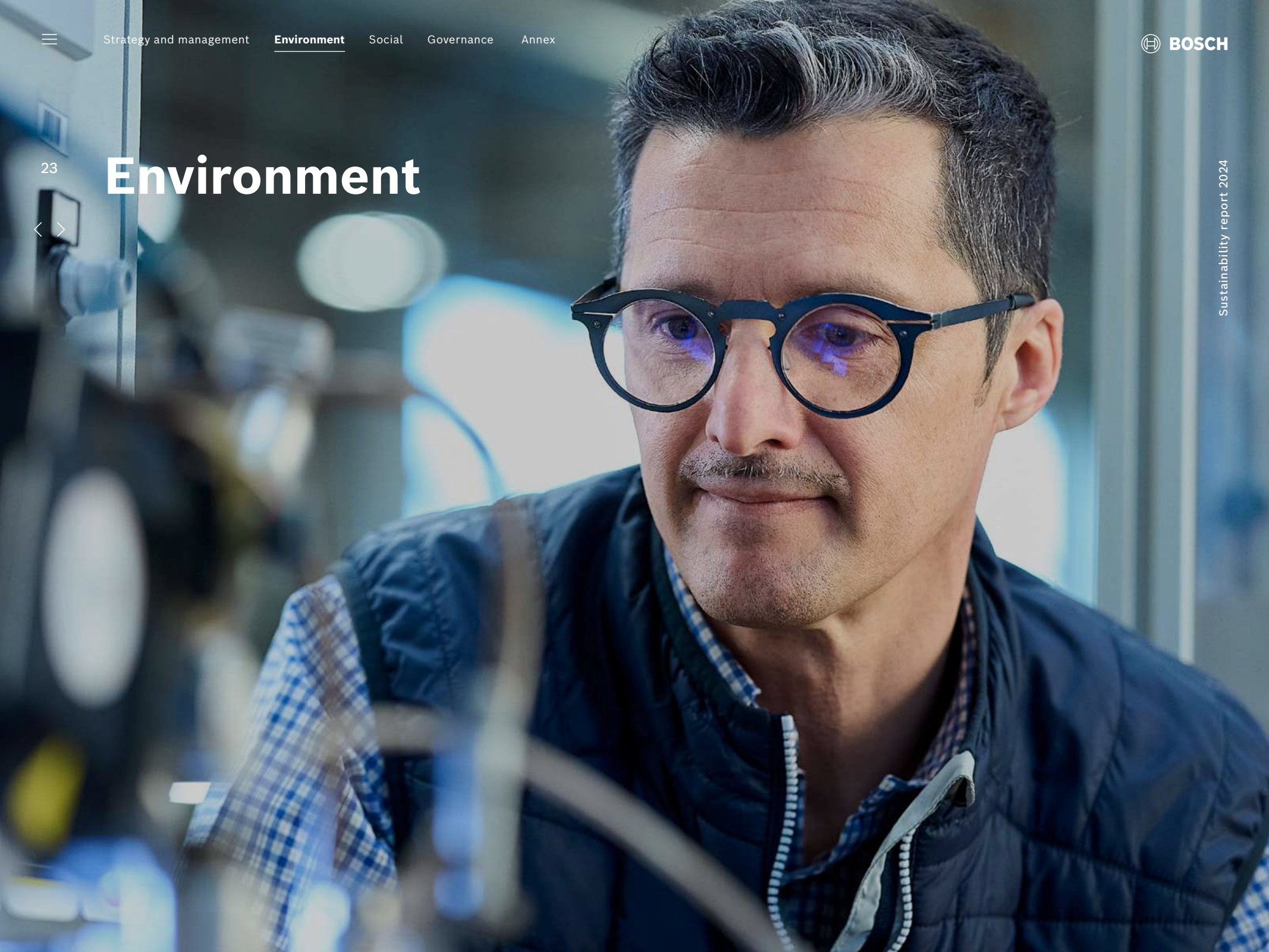
As an independent, not-for-profit foundation, Robert Bosch Stiftung GmbH demonstrates its commitment to society worldwide by supporting or implementing innovative and lighthouse projects.

G 06

Bosch's non-profit institutions



Environment



Environment

Bosch's activities should have as little impact on the environment as possible. We are working to fulfil this aspiration with a Group-wide environmental management system and specific targets. In particular, we want to use targeted measures to protect the climate, save water, especially where it is scarce, and strengthen the circular economy.

Organization and responsibilities

Internal company regulations define the principles and requirements for sustainability and EHS in the Bosch Group and specify the organization and responsibilities. Occupational safety and environmental protection policy is framed in the publicly accessible Guidelines of Work Safety and Environmental Protection. We have also clearly formulated our expectations of our business partners in corresponding codes (also see the "Social" section).

The Sustainability and EHS corporate department manages environmental protection with the help of a Group-wide process that follows the PDCA cycle[5]. This approach extends across the entire value chain and covers all material environmental issues for Bosch as well as the underlying impacts, risks, and opportunities (see the "Strategy and management" section).

[5] The PDCA cycle (Plan, Do, Check, Act) is a fundamental concept for continuous improvement in an organization.

In general, we intend to have all relevant locations[6] operating with certified environmental management systems. In total, 97 percent of our relevant manufacturing and development locations operate an environmental management system, which in most cases (98 percent) is certified according to the ISO 14001 standard. Similarly, 90 percent of the energy management systems used are certified to ISO 50001 (also see T 04).

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 also play a role in the decision-making process when choosing new company locations.

Audits on environmental topics

Regular briefings, workshops, and internal audits are held at the company locations on environmental topics in order to verify compliance with requirements. Locations are selected based on risks or specific events, while their size, measured by headcount or the proportion of resources consumed in the Group, also plays a role. Audit findings are

T 04

Environmental and energy management systems

Bosch Group 2024

Production locations and development locations[6]	**252**
Environmental management system implemented according to ISO 14001	244
Environmental management system certified according to ISO 14001	240
Energy management system implemented according to ISO 50001	69
Energy management system certified according to ISO 50001	62

[6] The following applies to information on environmental and energy management systems: 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.

documented in Bosch's database. As a result, it is also possible to track corrective actions in the event of deviations. Any deviations detected, their causes, and improvement opportunities identified are taken into account in the following year's audit program. The results of the analyses are also considered in determining the content and focus of our environmental protection campaigns.

At production locations, relevant environmental 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 EHS requirements. In 2024, the EHS audit team performed a total of 75 corporate audits. Further audits are usually carried out every three years, for example as part of ISO certifications.

Competence development and training

In training, we promote the methodological and technical competence of our associates, thereby creating the conditions for safe and environmentally compatible work processes. We therefore ensure that those responsible for environmental protection, for instance, are specifically familiarized with the relevant internal regulations and standards in training programs that have been standardized worldwide. 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 and visitors to our locations on health, safety, and environmental protection at Bosch.

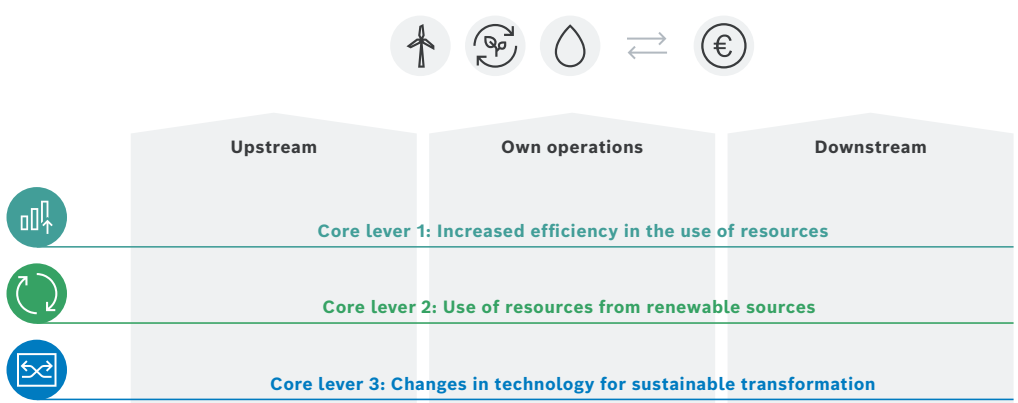
Uniform sustainability methodology enables systematic control

The environmental dimensions of our target vision are underpinned by a standardized logic. This is characterized by three core levers: increasing efficiency, purchasing resources from renewable sources, and changing the technology used. The three core levers can be applied to all value creation stages – from purchasing materials and goods (upstream) to subsequent processing at our plants (own operations) through to use of the products by our customers (downstream). In this way, we create transparency with regard to the impact of the different measures, we show the relationships and interactions between the various influencing factors, and we thus provide the basis for in-depth scenarios in order to capture and control the effects of decisions in their entirety. This also reveals the additional

G 07

Sustainability methodology

Core levers for improving sustainability performance along the value chain



differentiation potential of sustainability topics that will be of particular importance to Bosch in the future – as illustrated by trend and market analyses.

Environmental risk analyses

As part of our internal environmental impact and risk analyses, we assess all reportable locations[7] with regard to the drivers of biodiversity loss and ecosystem change defined by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). These include impacts related to climate change, environmental pollution, the use and exploitation of natural resources, changes in land use, and the spread of invasive species.

Our approach to managing environmental impacts and risks is to act early through an proactive assessment. Our measures are based on data-driven findings and tailored to location-specific conditions, and the corresponding risks. We distinguish between measures to mitigate impacts (mitigation) and activities for adapting the company to changed framework conditions (adaptation). We include our products in these considerations.

The assessments are based on the guidelines for nature-related target setting by the Science Based Targets Network (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD). After an initial screening using the SBTN Materiality Screening Tool (V1.1), we identified climate change, water use, and pollution as the material negative environmental impacts for Bosch.

We use the MunichRe Risk Suite for the climate-related assessment. 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.

In addition, the findings from the environmental risk analyses are incorporated into our materiality assessment (see the “Strategy and management” section) and into the risk assessments for the implementation of corporate due diligence obligations (see the “Social” section).

[7] 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

Opportunities and risks of climate change

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. Bosch's growing self-sufficiency and energy efficiency will also reduce its dependence on volatile energy markets and, in turn, its exposure to price fluctuation risks.

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 transitory and physical risks in particular. Transitory risks in the divisions are taken into account in short-, medium- and long-term time horizons. The assessment of physical risks covers all reportable locations as well as the time horizons present day, 2030, 2050 and, for individual indicators, 2100.

In addition to the geographical location and probability of occurrence, the systematic analysis also takes into account the duration and financial impact of the risks. The focus is on both acute risks (such as those related to flooding) and permanent climate risks (such as those that arise on account of global warming). 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 Group's Enterprise Risk Management and, if necessary, mitigated with appropriate measures or internal controls (see also the "Strategy and management" section). 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. A central role in this context is played by the internal climate change report: prepared by our experts every two years, it highlights fundamental climate change developments and their significance for our company and for society.

The risks posed by climate change include water scarcity and extreme weather events, which are occurring with increasing frequency and causing ever greater damage. They can jeopardize production at our locations and the stability of the supply chain, and influence the cost of insurance cover against extreme weather events. Climate aspects also play a role in the choice of company locations. This is something that demands Bosch's adaptability, for example, with respect to water and energy supply. 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.

Other risks include the shortage of raw materials and changes in the regulatory framework, such as bans on certain technologies or the tightening of CO_2 emissions standards, for example, for vehicles. The increasing diversity of customer preferences, which can change rapidly – often in response to political decisions, are also important in this context. Increasingly, the focus is also on the processes upstream of our production and the use of materials. For example, we are receiving more inquiries about the proportion of green electricity (electricity purchased from renewable sources) in our energy mix or recycled materials (see also the "Circular economy" section).

We address these challenges with our climate action strategy and systematic research and development. At the same time, we are convinced that we must work together if we are to successfully counter the effects of climate change. That is why we take an active role in the relevant associations and committees (see the "Governance" section).

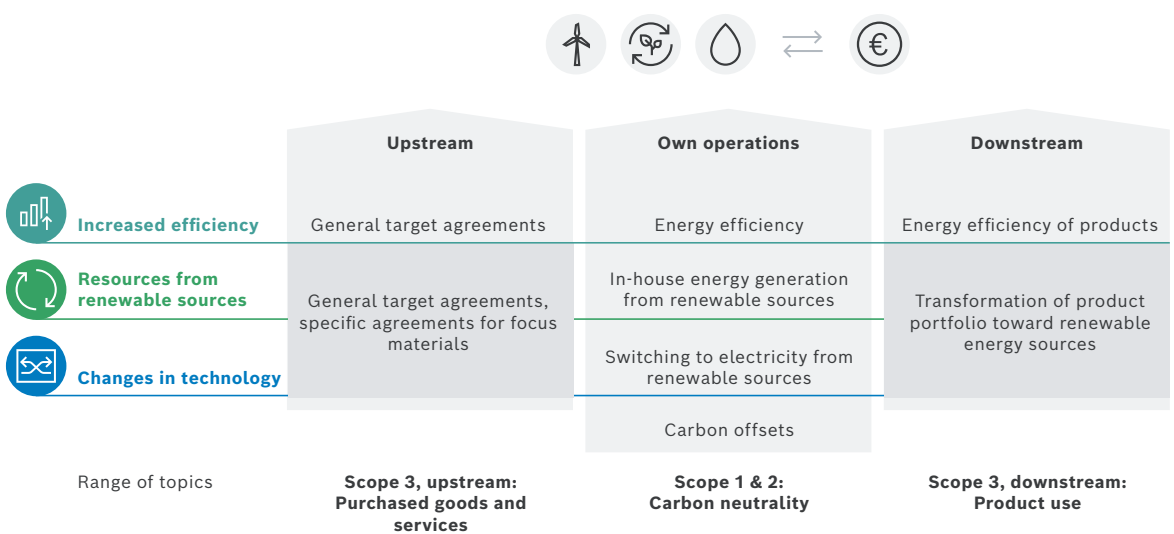
Climate action strategy

Bosch wants to make a contribution to climate action, an aspiration it has anchored in its sustainability vision. We support the United Nations 2015 Paris Agreement on climate action and the goal formulated therein of limiting

G 08

Sustainability methodology, focus on climate action

Measures for improving sustainability performance along the value chain



global warming to as close to 1.5 degrees Celsius as possible. With carbon neutrality (scope 1 & 2)[8], we are making a measurable contribution to this goal.

As early as 2020, the Bosch Group with its more than 450 locations worldwide has been carbon neutral overall (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 – using carbon credits to offset residual CO_2 emissions. In 2024, residual emissions of roughly 531,300 metric tons of CO_2 were offset by carbon credits.

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 Science Based Targets initiative (SBTi) has endorsed our climate targets for the 1.5 degree pathway.[9] This means that Bosch has science-based climate targets for the entire value chain – from purchasing to the product use phase. Our targets are based on an internal analysis of potential, which we have compared with SBTi's cross-sector ambition.

T 05

Energy demand

Bosch Group 2022–2024, in GWh

	2022	2023	✓ 2024
Bosch Group	**7,696**	**7,537**	**7,517**
Natural gas	1,325	1,132	1,085
Heating oil	49	57	81
LPG	34	36	35
Coke/coal	100	101	36
Renewable energy	128	156	318
Other (inter alia gasoline, diesel)	482	512	531
Direct energy (own combustion)	**2,118**	**1,993**	**2,086**
Electricity	5,334	5,323	5,231
thereof green electricity	5,049	5,250	5,206
District heat, steam, cooling energy	244	221	200
Indirect energy (purchased)	**5,578**	**5,544**	**5,431**

Energy intensity

in MWh/million euros of sales revenue

	2022	2023	✓ 2024
Bosch Group	**87.3**	**82.3**	**83.2**

T 06

Greenhouse gas emissions

Bosch Group 2022–2024, in 1,000 metric tons of CO_2e

	2022	2023	✓ 2024
Bosch Group with carbon offsets	**0**	**0**	**0**
Carbon offsets	717	581	531
Bosch Group	**717**	**581**	**531**
Manufacturing	328	295	269
Vehicle fleet	117	129	135
Volatile GHG	78	77	57
Scope 1	**523**	**501**	**460**
Electricity	119	15	9
District heat, steam, cooling energy	75	65	63
Scope 2	**194**	**80**	**71**

Emissions intensity

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

	2022	2023	✓ 2024
Bosch Group	**8.13**	**6.34**	**5.88**

[8] Scopes 1, 2, and 3 are used here in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. We have taken into account the effects of 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.

[9] Robert Bosch GmbH's entry in the SBTi's target dashboard. In 2024, Bosch increased the existing scope 3 reduction target to 30% in absolute terms (compared with the baseline year 2018) and initiated a validation of such new target by the SBTi. This process had not been completed before publication of the report; the target dashboard will be updated after the confirmation.

Four levers for carbon neutrality (scope 1 & 2)

In 2024 also, we continued to improve the mix of levers by increasing energy efficiency, generating our own energy from renewable sources, and purchasing green electricity. This is reflected in the further reduction of CO_2 emissions to be offset.

Around 73 percent of total energy demand stems from renewable energy sources including purchased green electricity (prior year: 72 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). 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 and to operate foundry furnaces.

Lever 1: Energy efficiency

By 2030, we want to substantially increase our energy efficiency and implement measures at our company locations with savings potential totaling 1.7 terawatt-hours (TWh). An annual investment budget has been available for this purpose since 2019. Overall, Bosch plans to invest one billion euros in increasing energy efficiency by 2030. Since 2022, we have been using part of this budget to fund the reduction of CO_2 emissions, such as the electrification of the heat supply or the use of district heating. In order to calculate the amortization rate of the individual measures, an internal CO_2 price is used, which is based on the price of emission allowances in the European Emissions Trading System (EU ETS).

Introduction of a building management system in Łódź

A building management system was introduced at the Polish site in Łódź over a period of two years, which centrally controls the heating, ventilation systems, exhaust fans, lighting, and boiler rooms. Automatic settings and the option of remote control lead to improved overall management and shorter response times in the event of failures. The building management system has achieved savings of around 4,200 MWh per year. This corresponds to a 31 percent reduction in heating energy consumption and a 6 percent reduction in electricity consumption in non-productive processes compared to consumption in 2022.

Use of waste heat in Blaichach

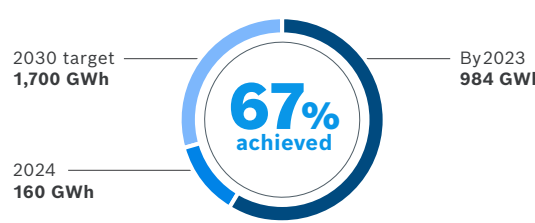
At the German site in Blaichach, waste heat from compressed air, cold water and cooling water production is used to generate heat. When the project is completed at the end of 2025, natural gas consumption for heat generation is expected to be reduced by 92 percent compared to 2021. This measure was already effective in 2024 and reduced natural gas consumption by 80 percent compared to 2021.

We have already achieved roughly 67 percent of our energy efficiency target today: since 2019, we have initiated more than 7,000 projects worldwide, capturing savings potential of 1,144 GWh. In 2024 alone, more than 1,100 new projects with savings potential of 160 GWh were introduced.

G 09

Goal achievement for energy efficiency

Savings potential captured with measures to increase energy efficiency



Lever 2: New clean power

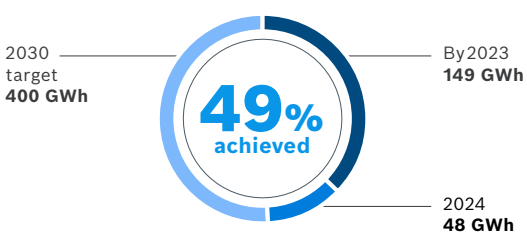
By 2030, we want to generate 400 GWh of the annual energy demand in-house at our company locations from renewable sources. We are placing particular emphasis here on photovoltaics (PV). A total of 139 Bosch sites were already using solar power for their energy supply at the end of 2024. We also operate a hydroelectric power station at our site in Blaichach, Germany.

In total, we generated around 197 GWh of renewable energy at Bosch in 2024, which means that as of year-end we have already achieved 49 percent of the target. Locations in China accounted for around 31 percent of the volume of renewable energy generated at Bosch, followed by Germany (25 percent), and India (18 percent).

G 10

Goal achievement for new clean power

In-house energy generation from photovoltaics and hydroelectric power



Further increase in the use of solar power

A large number of projects contributed to the further expansion of our PV capacities in 2024. In addition to expanding existing facilities, new facilities were also built at various locations. For example, a facility with around 811 kW_{peak} was built at the Michalovce site in Slovakia, which will cover around 7 percent of local annual electricity demand in future. A facility with a similar output (750 kW_{peak}) went into operation at the Spanish site in La Cartuja Baja. In future, it will contribute to covering around 14 percent of annual electricity demand. A 1 MW_{peak} photovoltaic system was installed at the Tochigi site in Japan, where it will cover around 5 percent of annual electricity demand in future.[10]

[10] Calculations based on electricity consumption in 2024.

Lever 3: Green electricity

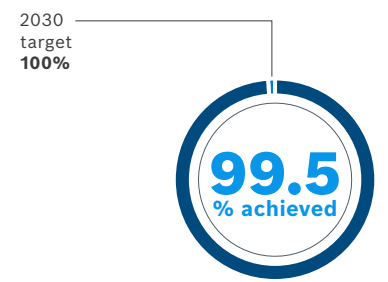
Bosch has concentrated on purchasing green electricity[11] from existing facilities and has been greatly expanding its purchase volume from green electricity with corresponding guarantees of origin since 2019. Around 99.5 percent of the Bosch Group's global electricity demand was already covered using green electricity in 2024. We aim to exclusively source green electricity for the whole company by 2030.

At the same time, we have been involved in long-term agreements with our energy suppliers (Power Purchasing Agreements, PPAs) since 2020 and concluded a new agreement in Germany in 2024. All told, Bosch purchased around 374 GWh in 2024 through long-term power purchasing agreements.

G 11

Goal achievement for green electricity

Global electricity demand covered by green electricity in 2024



[11] The following definition of green electricity applies both to purchase through electricity supply contracts in accordance with EU Directive 2018/2001 (RED ii) and its implementation in national legislation as well as through the direct procurement of guarantees of origin (GOs), PPAs, and EACs (e.g. RECs or I-RECs). Green electricity generation from the following sources is permitted: wind power, hydropower, photovoltaics, geothermal energy, tidal technology, biomass from sustainable forestry or agriculture in accordance with national management practices or certifications such as RED ii Article 29 (2) to (7) and certifications for the EU, and in other countries in accordance with the respective national regulations, as well as from biogas and landfill gas, including from organic waste. Electricity from nuclear power or waste incineration is not considered an energy from renewable sources.

Lever 4: Carbon offsets

At present, we use carbon offsets to compensate for residual CO_2 emissions, such as those from combustion processes (heating, process heat). In addition, we refer to carbon offsets 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 2024, we came another step closer to achieving this target – especially as a result of decarbonizing our energy supply further and increasing energy efficiency at our locations. We cut the volume of emissions to be offset to around 531,300 metric tons of CO_2 in the reporting year. Year on year, this is a decrease of roughly 49,600 metric tons of CO_2, or 8.5 percent (see T 06).

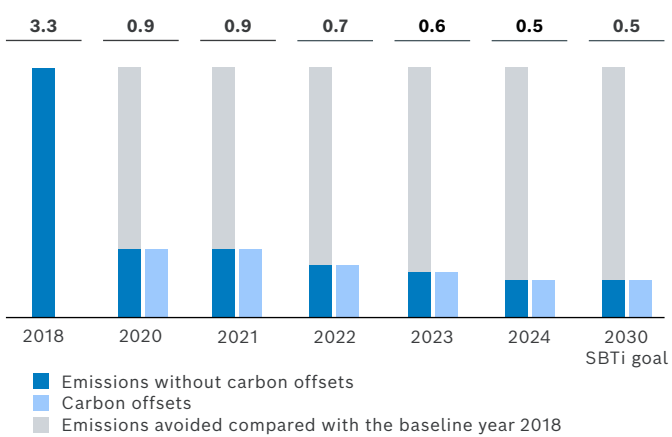
When selecting carbon offset projects, we are guided by internationally recognized and independent certifications, such as the Gold Standard. In the future we want to focus our carbon offset measures even more intensively on nature-based removals. The relevant projects involve sequestering CO_2 in biomass,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

Bosch calculates the emissions it needs to offset 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). In the calculation, we focus on the greenhouse gas CO_2 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 gas emissions that are locked in products or key assets.

G 12

Climate action at Bosch – the path to 2030

CO_2 emissions (scope 1 & 2) in millions of metric tons



Outlook: Climate action strategy extends beyond 2030

Bosch has set itself specific climate action targets for 2030, but is 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 so that we can contribute as best possible to climate action with the resources available to us.

Goal management and implementation

The corporate sustainability board is the central body for goal 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 the "Strategy and management" section).

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 goals 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.

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.

Upstream and downstream emissions (scope 3)

We want to shape climate action beyond our immediate sphere of influence (scope 1 & 2) and also systematically reduce upstream and downstream emissions (scope 3). In this process, we are focusing on the categories that make up 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.

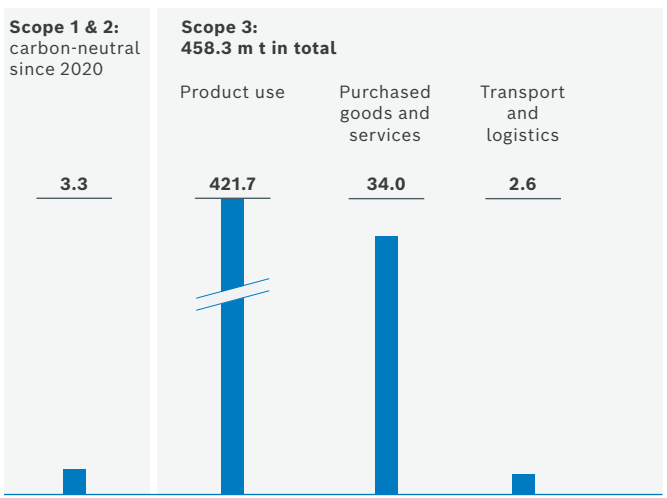
At 458 million metric tons of CO_2 in the baseline year 2018, upstream and downstream emissions exceeded those in scopes 1 and 2 several times over (see G 13). Since 2018, we have cut our scope 3 emissions by around 27 percent, down to 335 million metric tons of CO_2 in 2023 (see G 14).

Encouraged by this success, we have decided to significantly increase our previous reduction target of 15 percent. Compared to the baseline year 2018, we now intend to cut our scope 3 emissions by 30 percent in absolute terms by 2030. The challenge we are still facing is to mitigate future emissions relating to the anticipated sales growth by 2030. This is because the new percentage target value for reducing emissions was also purposefully set independently of sales growth, which means that the absolute amount to be mitigated will increase steadily as the company grows in future. We can directly influence the goal 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 (see G 15).

G 13

Main scope 3 categories in baseline year

Bosch Group 2018, in millions of metric tons of CO_2

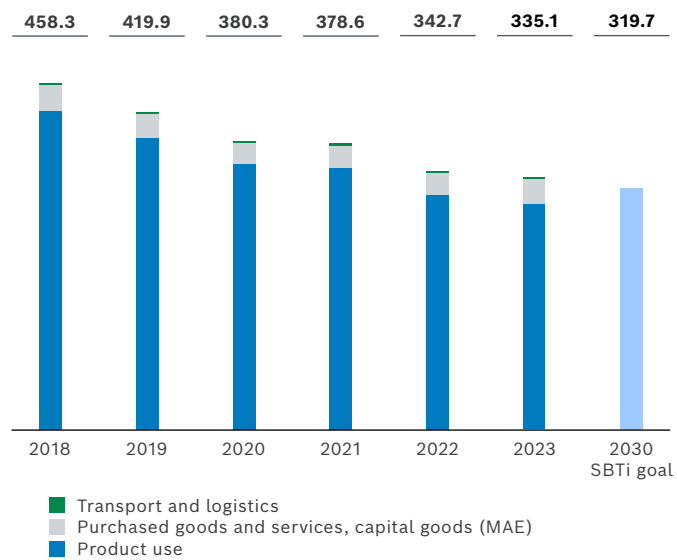


The calculation of scope 3 emissions was revised in 2024 to improve data quality further. In the process, we have included additional business activities in the calculation in the "product use" category and are using primary data increasingly in the "purchased goods and services" category. Changes in the consolidated group are taken into account in the calculation of the baseline.

G 14

Development of scope 3 emissions

Bosch Group 2018–2023, in millions of metric tons of CO_2



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 Sc3.1, Sc3.2, Sc3.4/3.9 and Sc3.11. The corresponding scope 3 figures for 2024 were not available before publication of the report, but will be published without delay in the key figures tool at sustainability.bosch.com.

In order to achieve our goal, we are taking a step-by-step approach. Having identified the material scope 3 categories, we increased the granularity of our calculations and data collection. This allows us now to identify material drivers for emissions within purchasing and logistics as well as in the use of our products, and to derive measures that make a measurable contribution to climate action.

In 2024, an internal CO_2 price was piloted in the Electrified Motion division to calculate the total cost of ownership (TCO). The CO_2 price is to be used to make objective decisions in the event of conflicting objectives between costs and PCF (product carbon footprint) in various areas, for example, product designs or concepts for procurement, logistics and transportation. It is based on the price of emission allowances in the European Emissions Trading System (EU ETS).

G 15

Key levers for achieving the scope 3 target

Calculation base and key direct and indirect levers

Scope 3 categories	Calculation base	Key levers for reducing CO_2 (Direct → Indirect)		
Upstream emissions		**Realign top-down**	**Refine status quo**	**Transform energy sector**
Purchased goods and services (including machinery and equipment) **Transport and logistics** (also downstream)	▸ Purchasing volume ▸ Goods categories ▸ Source region ▸ Mode of transport	▸ Supplier selection ▸ Sourcing of secondary raw materials ▸ Mode of transport (sea, land, air)	▸ Supplier development ▸ Route optimization	▸ Green electricity ▸ Hydrogen ▸ Biogas
Downstream emissions		**Energy efficiency**	**Transformation and portfolio optimization**	
Product use	▸ Volume ▸ Sales revenue ▸ Efficiency ▸ Energy source ▸ Emissions factors ▸ Product life	▸ Increased efficiency ▸ Digitalization ▸ Optimized use	▸ Investment in growth areas (e-mobility, heat pumps) ▸ Phaseout of products with lowest energy efficiency	

Scope 3, upstream: Purchased goods and services

To reduce upstream CO_2 emissions in purchasing, all divisions use a standardized steering concept. The individual instruments fit seamlessly into Bosch's higher-level sustainability methodology system. We want to make sure that suppliers can use their resources as efficiently as possible. With this in mind we do not influence the measures they choose to reduce CO_2 emissions, rather we aim to enter into target agreements with our suppliers.

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[12].

Individual ambition levels have been set for all relevant Bosch divisions, which cover the period from 2024 to 2030. We are collaborating with our suppliers on this basis to obtain detailed information and data on group-wide CO_2 emissions (scope 1, 2, 3) for around 80 percent of our purchasing volume by 2030. This figure stands at 77 percent at the moment (prior year: 60 percent). At the same time, we intend to source more than 50 percent of our purchasing volume from suppliers that have already committed to the SBTi and set themselves targets in line with the Paris Climate Agreement. We were also able to increase this figure in 2024, which now stands at 38 percent (prior year: 25 percent). By the end of the reporting year, over 1,270 of our suppliers had already committed to specific CO_2 targets (prior year: over 450 suppliers) and are thus following the path Bosch has also taken to achieve its climate targets (scope 1, 2, 3).

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

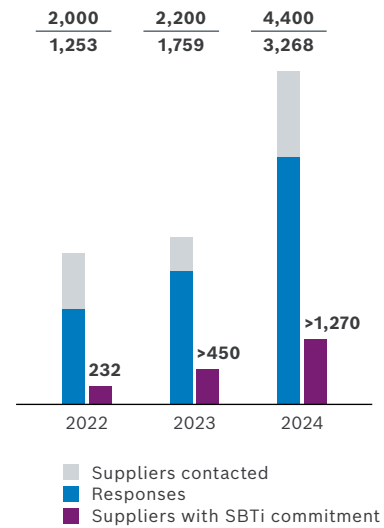
We also use specific agreements with our suppliers for focus materials such as steel, aluminum, copper, and plastics as these materials are responsible for a material proportion of the CO_2 emissions in the supply chain. To purchase materials that are as low-carbon as possible in the future, we analyzed the CO_2 reduction potential and identified reduction paths. Pilot projects have been carried out on this in some divisions since 2023.

In the Mobility business sector, material specifications for the material carbon footprint (MCF specifications) were created for the focus materials steel, aluminum, and copper in 2024 and made available for the purchasing process. The MCF specifications include upper CO_2 intensity limits for the raw materials mentioned as well as lower limits for recycled content in the case of alloys.

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

G 16

Results of surveys via the CDP platform



Approach and methodology for improving scope 3 data quality

Clear rules and targets require uniform definitions and calculation standards because this is the only way to make performance transparent and comparable. This is particularly true when it comes to advancing sustainability issues overall across supply chains. As there is still no international standardization and the information currently available is sometimes of poor quality, we rely on a combination of approaches to obtain supply chain data and try in this way to improve the quality and comparability of the data collected. In order to manage the collection of supply chain data uniformly across the Group, we adopted an internal regulation on CO_2 data collection in the supply chain in 2024, which will be implemented from 2025.

We prefer to use primary data that we request our suppliers to provide. Through these direct requests, for example via the CDP platform, we obtain specific data on our suppliers' individual emissions profile and make their specific development transparent. If no primary data is available, we use secondary data from established databases. In that case, for example, we record emissions for specific products using industry averages and also include the technology used in the manufacturing process and geographical factors. We calculate the corporate carbon footprint (CCF) on this basis. The CCF is the share of the supplier's emissions that is attributed to Bosch as the buyer on the basis of sales. This enables us to benchmark all suppliers based on comparable standards and to manage them strategically. We plan to use primary data largely in the future so that our calculations are as precise as possible.

The product carbon footprint (PCF) is a means for us to record the emissions caused during a product's manufacturing and production process. The material carbon footprint (MCF) is a means for us to record the emissions caused during the extraction and production of specific materials. Here, too, primary data is preferable to secondary data because they are of greater informative value, as directly requested product or material-related information provides the greatest possible transparency and accuracy. However, a lack of international standards still makes data comparisons difficult. We are currently working with external partners on a software solution to obtain primary data on the PCF and MCF from our suppliers. At the same time, existing database structures will continue in parallel for recording

T 07

Determining the corporate, product, and material carbon footprint

Improving data quality in two stages, scope 3, upstream

Stage 1 →

Stage 2 ↓	Secondary data (sources)	Primary data (sources)
Corporate carbon footprint (CCF)	Databases	Supplier survey, e.g. via the CDP platform and SupplyON
Product carbon footprint (PCF), material carbon footprint (MCF)	Databases	Supplier survey via SupplyOn and development of standards

product-related primary data. It is already possible to record and take into account the PCF or MCF when awarding contracts.

Scope 3, upstream: Transport and logistics

In logistics, we primarily aim to reduce CO_2 emitted during the transport of goods. We have a variety of instruments at our disposal here:

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. This system enables cyclical strategic planning of the transport network and short-term operational planning of routes, modes of transport, and load quantities.

Our goal is to increase transport capacity utilization by truck from about 65 percent in 2023 to 80 percent in 2025 and thus reduce carbon emissions with this mode of transport by up to 10 percent. Capacity utilization currently stands at 67 percent. At the same time, we are working on moving freight transport from road to rail.

Alternative powertrains and fuels

In the future, alternative powertrains and fuels will play an ever-greater role in reducing carbon emissions. The availability of vehicles with alternative powertrains is increasing all the time. In ongoing projects, Bosch is already today evaluating further potential to curb CO_2 in delivery traffic. Attention is focused here on strategic cooperation with logistics service providers in a bid to achieve short- and medium-term emissions reductions by using biofuels or alternative powertrain technologies.

The first applications worldwide were launched in 2023. For example, freight forwarders are already using trucks powered by fuel cell technology for Bosch in China. Meanwhile, battery-electric powered trucks are used for shuttle traffic at sites in Anderson in the U.S. and Wernau in Germany. In addition, some of our parcel services have been using battery-electric powered vans and have provided us with evidence of the CO_2 savings compared with diesel vehicles. Alternative fuels such as HVO100 (hydrotreated vegetable oils) and BioLNG (a mix of liquefied fossil gas (LNG) and liquefied biomethane) are used by our logistics service providers on 28 routes in Europe. Compared to the consumption of diesel fuel, this saves around 1,690 metric tons of CO_2 per year. HVO100 has also been used for internal transport at our German site in Bamberg since 2024.

Reducing air cargo

Air cargo remains economically viable for parts such as electronic components or smaller and lightweight parts and is practically irreplaceable for reducing turnaround times in international production networks. As a general rule, however, we want to avoid air cargo and only use it in exceptional cases, since roughly 70 percent of all of Bosch's transport-related CO_2 emissions are attributable to this mode of

transport. Whenever possible, we therefore switch shipments destined for Bosch from air to sea or rail freight. The corresponding potential is reviewed continuously.

▸ Improving packaging design

In a joint initiative with the divisions, work is also under way to increase packing density in a bid to use less packaging material, storage space, and transport capacity – in turn, reducing CO_2 emissions. Packaging Design Centers have been set up in Europe and North America to improve and standardize packaging. At the same time, we want to use packaging material with a higher recycling content. The internal Packaging Excellence Award has been presented since 2024 to promote this topic. The award for the "Best Sustainable Solution" category went to a modular packaging system for the Bosch eAxle, which enables a higher packing density with less materials utilization compared to the previous packaging system.

▸ Consistent use of the total cost of ownership (TCO) approach

The TCO approach considers all costs incurred when purchasing a component or a product. These costs include freight, customs, and packaging costs. In addition, risk and location factors are assessed, which likewise contribute to the decision to buy. An example of this is the proximity to our site. The corresponding potential is reviewed continuously.

Reduction in transport-related CO_2 emissions

A team made up of representatives from purchasing, central logistics, the divisions, and plants is working on developing key measures for reducing CO_2 emissions. Moreover, the individual divisions and plants devise local measures that are implemented on site. Since 2018, we have cut our transport-related CO_2 emissions by around 27 percent, down to 1.9 million metric tons of CO_2 in 2023. Initial calculations for 2024 show that we have achieved a further reduction of around 4 percent compared to the prior year. This is mainly due to the reduced use of air freight.

Since 2020 we have also been offsetting the CO_2 emissions generated by the business air travel of all associates and are supporting climate action too with our worldwide principles on company car usage. 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: Product use

Around 90 percent of scope 3 emissions are generated during the product life cycle, which is why energy efficiency in product development is a high priority at Bosch. We currently see the greatest potential for lowering CO_2 emissions in those divisions in which products require a relevant amount of energy, that is above all mobility, thermotechnology, industrial drive and control technology, and household appliances. The focus is on three leverage points in each case:

- Boosting energy efficiency

The energy efficiency of products can increase from one product generation to the next. That said, we keep an eye on the average energy efficiency of a product portfolio. Bosch Rexroth leverages energy efficiency potential by improving design parameters (e.g., weight reduction) and through the type and quality of the materials used. Thanks to active portfolio management, these improvements are also having an impact on the market: 63 percent of all electric motors sold in 2024 were models with the highest efficiency. At the same time, savings can be achieved by using the right control software in existing products. For example, in mobile hydraulics for construction machinery. The combination of hardware and software and the resulting needs-based use can reduce energy consumption by around 40 percent. Intelligent driver assistance systems alone can result in energy savings of 15 percent.

- Market transformation and portfolio optimization

Far-reaching structural changes in markets or industries, for example as a result of technological innovations, changes in consumer patterns, regulations, or globalization, 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 division is driving this development through expansion of the electric portfolio and is investing in particular in development and production capacity for heat pumps. This strategy is beginning to produce results in the form of higher sales figures in recent years and the subsequent reduction in emissions from product use (scope 3). In the area of Home Comfort, these scope 3 emissions were 21 percent lower in 2023 compared with the baseline year (2018), which is also attributable to the shift in the portfolio from fossil fuel heating systems to electric solutions.

As one of the largest suppliers to the automotive industry, Bosch is pressing ahead with the transition to electromobility and utilizing the available opportunities. The company aims to generate sales of six billion euros in this area in 2026. We currently serve more than 50 customers worldwide. By the end of 2024, Bosch had manufactured more than 15 million powertrain components for electric vehicles.

▸ 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 downstream, so 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.

Reduction in CO_2 emissions in the product use phase

To achieve the overarching SBTi target, the relevant divisions are pursuing specific CO_2 targets and targeted action plans. The plans are based on currently available findings and market development scenarios in the coming years. The progress toward goal achievement as well as the underlying scenarios and framework conditions are reviewed annually. If any changes occur, we make adjustments accordingly.

Up until 2023, we were able to significantly reduce scope 3 emissions resulting from the use of our products – from 422 million metric tons of CO_2 in the baseline year 2018 to 300 million metric tons of CO_2. The material drivers underlying this reduction include the shift initiated within the product portfolio toward higher energy efficiency classes, more energy-efficient motors and pumps, the supply of heat pumps and solar collectors, as well as the transformation toward e-mobility.

Circular economy

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[13] and contribute toward achieving our scope 3 target. At the same time, we also avoid potential risks relating to compliance with environmental and social standards. Building a closed-loop system for materials has the particular advantage of eliminating parts of the value chain that are subject to risks, such as extraction of raw materials.

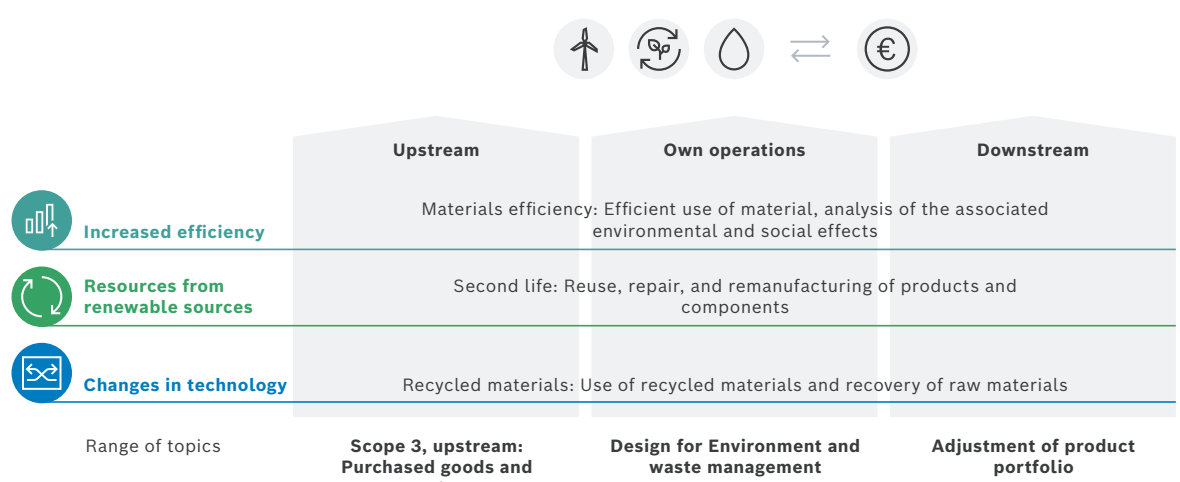
As with carbon neutrality (scope 1 & 2), in our circular economy strategy we use a model comprising levers that can be applied across the entire value chain and that is based on the core levers of our higher-level sustainability methodology (see G 17). Depending on the markets in which our divisions operate, however, the levers differ in their degree of effectiveness, are not equally applicable across the board, and therefore offer different development potential. This was evident from an analysis we carried out in 2022 of around 80 product groups, which collectively account for roughly 80 percent of Bosch's sales revenue. It is therefore vital for Bosch to develop a market-specific circular economy strategy for each division and find the optimum mix of the three levers in each case.

By organizing the material flows according to the concept of the circular economy, we also impact the corresponding CO_2 emissions directly. This relationship is also illustrated by our sustainability methodology. This means that by using material more efficiently and taking advantage of recycled materials, fewer resources are consumed in general and the related CO_2 emissions are also reduced.

G 17

Sustainability methodology, focus on circular economy

Measures for improving sustainability performance along the value chain



[13] 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).

With remanufacturing of products and parts, the product is rebuilt and only defective parts are replaced. This extends the product life cycle.

Design and production guidelines for environmentally compatible product development (Design for Environment, DfE) are described in an internal standard. Supplementary documents define methods for calculating product carbon footprints (PCF) and material carbon footprints (MCF) (also see "Approach and methodology for improving scope 3 data quality"). 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.

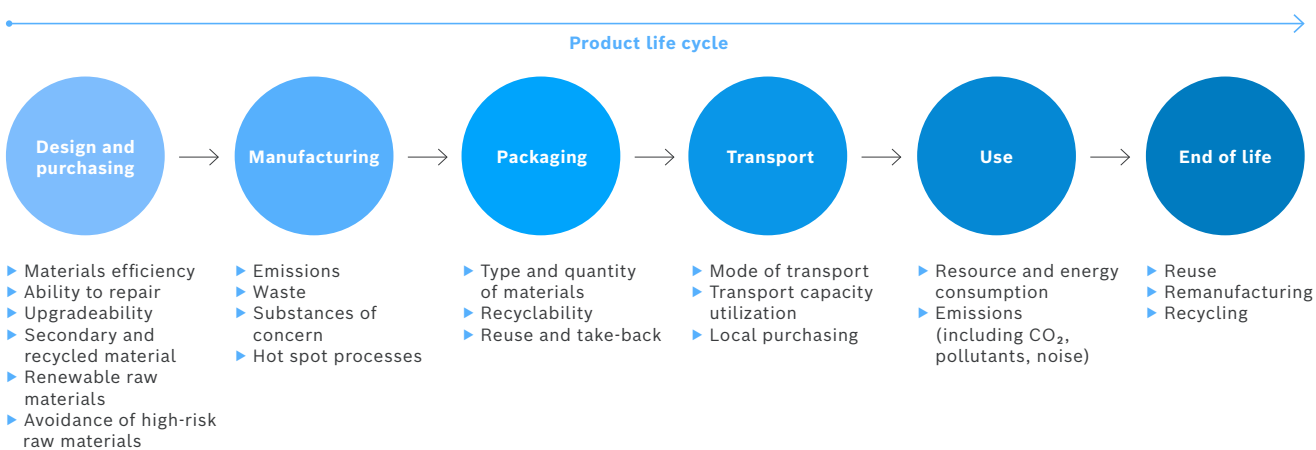
A comprehensive web-based training program raises awareness about aspects of the circular economy among product managers and developers. Around 6,600 associates have taken part in the training program since it was launched in 2023. Split into four modules, it provides training on sustainable product development, materials efficiency, second life, and recycling-compliant development.

Lever 1: Materials efficiency

Improvements in materials utilization can reduce the consumption of resources and also cut the manufacturing cost of a product. Bosch can also directly influence the corresponding measures. For years, improvements in materials efficiency in production processes or products have therefore been an essential element of our product development process, where it is anchored in an internal standard via the

G 18

Environmental aspects of Design for Environment



Design for Environment (DfE) principle. 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 to a minimum, 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

In the second lever, we have grouped together those measures that allow us to improve materials flows or to close loops within the company. The concepts and activities of the divisions range from reusing products and their components to repairs and right through to remanufacturing – in each case with the objective of extending product and component life cycles. While Bosch can reduce negative effects – which arise, for example, during the extraction of raw materials – by closing the materials and products loop, the effectiveness of the measures also depends on there being sufficient demand – and this places strict requirements on product development.

Life cycle assessments

Based on the idea of a closed-loop or 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. While various environmental aspects are evaluated in life cycle assessments, the focus for the calculations of product carbon footprints (PCF) and material carbon footprints (MCF) is on the CO_2 emissions associated with the product or material (for more information, see “Approach and methodology for improving scope 3 data quality”).

Wiper blades from Mobility Aftermarket

Wiper blades are a part subject to wear and should be replaced regularly. Here, too, products are being continuously developed. The calculation of the PCF of wiper blades in the Mobility Aftermarket division served as the basis for the targeted improvement of product design and packaging. The PCF was reduced by 24 percent as a result of the derived measures.[14]

The Aerotwin Plus wiper range generally comes with various adapters to fit the wiper blades. Thanks to an additional offer, workshops now have the option of ordering the required adapters separately. This reduces the amount of materials utilized by Bosch and the amount of waste generated by adapters that are not required. In addition, the packaging was adapted to the specific requirements of the “workshop” sales channel, allowing a lean and therefore space-saving packaging solution to be used. This results in 50 percent less packaging waste in the workshops, while at the same time achieving a higher packing density during transport.

[14] Comparison between the revised Aerotwin windshield wipers GWB2S3 340MM (P/N: 3398.134.293); GWB2S3 600MM (P/N: 3398.134.304); GWB2S3 750MM (P/N: 3398.132.06F) and the previous Aerotwin windshield wipers. PCF calculation according to ISO 14067 (cradle to gate).

The individual divisions of Bosch each set their own priorities in this regard, depending on market and product-specific framework conditions. Take, for example, the Mobility Aftermarket and Bosch Rexroth divisions, which each serve the Remanufacturing and Repair and Remanufacturing business lines. For over 50 years, the Bosch eXchange program has been offering customers the option to have defective vehicle components replaced with remanufactured products at specialist workshops.[15] Bosch Rexroth gives old control and powertrain technology products a second life with the "Remanufactured Products" program. Both divisions are focused on successively extending their activities in these segments.

Lever 3: Recycled materials

The third lever of our circular economy strategy – recycled materials – covers all measures to close the loop by established recycling processes for materials such as steel, aluminum, and plastics. This way, we can reduce the use of primary materials and lessen our environmental impact – as well as mitigate human rights risks associated with the extraction of raw materials. Our use of recycled materials also means that we are supporting the achievement of our scope 3 target.

Extended availability of spare parts at BSH Hausgeräte GmbH

BSH Hausgeräte GmbH generally keeps spare parts for large appliances (e.g. washing machines) in stock for up to 15 years and for small appliances (e.g. vacuum cleaners) for ten years. This applies to all functional and storable parts of appliances produced after January 1, 2023. 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.

Rental and subscription of household appliances

BSH BlueMovement is a circular business model from BSH Hausgeräte GmbH that focuses on the rental and subscription of household appliances. It aims to extend the life cycle of appliances, reduce electronic waste, and offer consumers affordable access to high-quality appliances. After the rental period, BSH reconditions the appliances and uses them for new cycles. Appliances that cannot be repaired are recycled and suitable components are reused as spare parts. Household appliances rented from BlueMovement can therefore last up to 20 percent longer than purchased appliances.[16] The model has since been extended to business customers and the portfolio has been expanded to include additional appliance categories.

[16] Comparison between the BlueMovement circular business model and a traditional linear purchasing model according to ISO 14021:2016. Based on data from large household appliances that have been used for at least two years, refurbished and rented to another customer.

[15] Bosch eXchange can be supplemented by new material, if necessary, in order to ensure a high degree of market coverage and delivery capability.

The activities of two divisions 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 and at the same time improve the recyclability of the products.

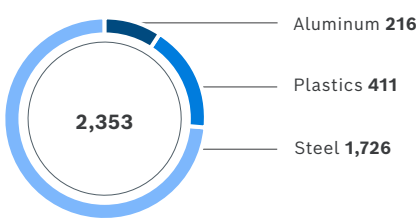
Key factors determining how effective the measures are include whether high-quality materials are available, as well as whether the percentage of recycled materials used can be verified, and whether they can be purchased cost-effectively (see also "Scope 3, upstream: Purchased goods and services").

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 increase this share further in the coming years.

G 19

Key materials used

Bosch Group 2024, in 1,000 metric tons



Recicla Auto Partes – recycling program for automotive parts in Brazil

With the "Recicla Auto Partes" program, the Mobility Aftermarket division in Brazil has created the opportunity for workshops to recycle defective automotive parts. Currently, 56 Bosch Car Service workshops are participating in the program. Since 2023, 105 metric tons of defective parts have been collected and recycled.

Recycled material for the Performance Line CX and PowerTubes from eBike

Bosch eBike uses partially recycled material in the production of the Performance Line CX (BDU384Y) as well as the PowerTube 600 and PowerTube 800: for the first time in the drive unit's largest plastic part as well as in the battery mount and battery housing.[17] Furthermore, the amount of materials utilized for the batteries has been reduced.[18] In future, the black color coating will also be omitted. In pilot projects, Bosch eBike is focusing on purchasing components that were produced using electricity from renewable sources. This applies to the aluminum of the PowerTube 600 and the PowerTube 800 as well as to the housing of the Performance Line CX.

Bosch Power Tools relies on recycled material for the production of carbides

Bosch Power Tools has been using recycled carbides for the production of new accessories for over ten years. At the plant in Udine, Italy, around 20 percent recycled material from Bosch's own sources is used in the production of carbide. Sintered carbide[19] and grinding sludge are collected from production processes at Bosch sites and sent to a remanufacturer. The recyclable materials are chemically treated[20], cleaned, and processed into tungsten carbide and cobalt powder to be used at the plant in Udine for the production of new accessories such as circular saw blades. This reduces the demand for the high-risk primary raw materials tungsten and cobalt accordingly (for more information on high-risk raw materials, see the "Social" section).

[17] Primary plastics and metals were used for previous drive units and batteries. Recycled material is now specifically used in the grease guide plate of the drive unit, in the protective cap of the battery mount system and in the battery housing. By providing the grease reservoir, the grease guide plate makes a significant contribution to the efficiency level and life of the drive unit and was produced for the first time using a plastic that consists of around 50 percent recycled material. We use recycled polypropylene for the protective cap of the battery mount system, while we use aluminum, consisting of approximately 38 percent recycled material, for the battery housing.
[18] The reduction is achieved by reducing the wall thickness of the housing. When comparing PowerTube 600 with PowerTube 625, the housing wall is 26 percent lighter, and 37 percent lighter when comparing PowerTube 800 with PowerTube 750.
[19] Sintering is a process for manufacturing metal or ceramic parts from powdered primary material.
[20] In the recycling process, the process chemicals are kept in a closed loop.

Waste

The previously discussed instruments are also relevant for our own activities. This is especially the case with waste management. “Avoid, then reuse, then dispose” – that is the principle we apply at Bosch with respect to waste management. As part of its circular economy strategy, Bosch continues to work systematically on reducing waste volume and, in particular, on recycling. A group guideline defines processes and ensures that the legal requirements for the transport and disposal of waste are complied with locally. All production locations have a clearly designated organizational unit responsible for sorting, classifying, and handing over waste to disposal companies.

In 2024, Bosch generated 617,570 metric tons of waste (prior year: 666,028 metric tons), a decrease of 7.3 percent. Of the amount of waste, it was possible to recycle 87 percent. In relation to the development of sales revenue, the waste volume decreased by around 6 percent year on year (also see T 08). An analysis of waste at a number of production locations, which together account for around 80 percent of our total amount of waste, has shown that roughly 45 percent of our waste consists of metals, 24 percent is packaging waste, and around 13 percent is hazardous waste. In addition – as the analysis also revealed – there is potential to lower the volume of hazardous waste and therefore not only reduce disposal costs, but make an important contribution to protecting people and the environment. In 2019, we decided to pursue two priorities in response to these findings: reducing hazardous waste and minimizing the amount of waste going to landfills. At Bosch, hazardous waste occurs mainly in the form of cooling lubricants, washing water, oils, and fuels. In 2024, their volume increased by 1.3 percent to 77,412 metric tons compared with the prior year (76,436 metric tons).

Specific measures are being implemented at sites with relatively large quantities of waste to reduce the amount of waste. 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.

In order to reduce the amount of waste going to landfills, we want to increase the recycling ratio. With this in mind, we implemented the “Zero Waste to Landfill” campaign in 2019.

T 08

Waste volume and disposal

Bosch Group 2022–2024, in 1,000 metric tons

	2022	2023	2024
Bosch Group	**678.3**	**666.0**	**617.6**
Recyceled waste	584.4	569.9	539.4
Waste for disposal	93.9	96.1	78.2
thereof hazardous waste	75.8	76.4	77.4
Material-based recycling	35.4	36.7	33.6
Thermal recycling	7.0	7.6	7.3
Other recycling	7.7	7.9	9.4
Landfill disposal	3.0	3.3	4.0
Disposal through incineration	7.9	7.5	7.5
Other disposal	14.8	13.4	15.6

Waste intensity

in metric tons/million euros of sales revenue

	2022	2023	2024
Bosch Group	**7.7**	**7.3**	**6.8**

Water

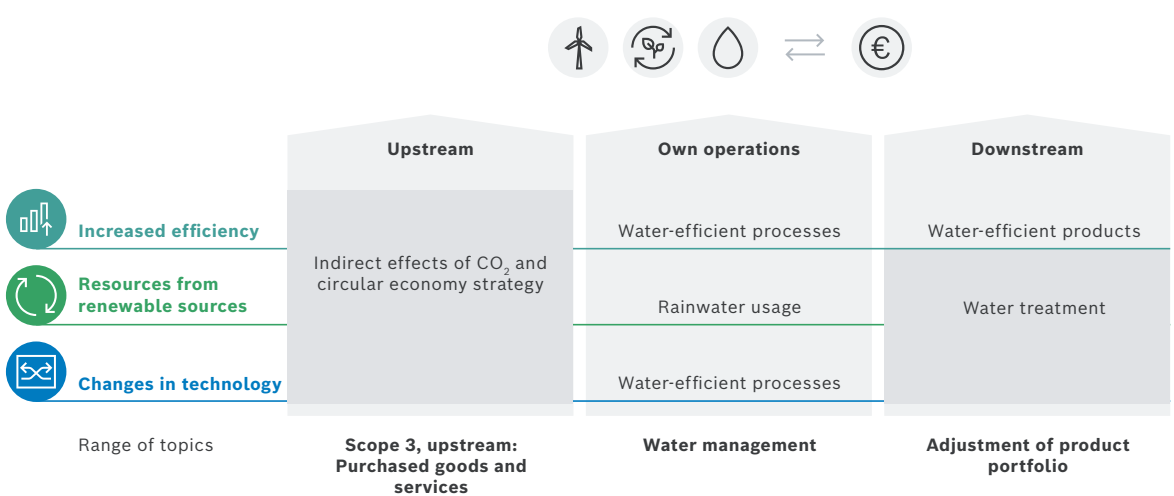
Conscientious use of water is a major priority for Bosch. We especially focus on counteracting the increasing scarcity of water. Interdependencies arise in this case also with our activities in the areas of climate action and the circular economy. This became apparent when developing the sustainability methodology. Energy, material, and water consumption frequently exhibit similar patterns. For example, less water is required to produce green electricity than to produce electricity from fossil fuels (gray electricity), due to the associated high cooling water requirement.[21] This means that water withdrawal can also be reduced in the supply chain by sourcing materials that have been produced with green electricity. When it comes to manufacturing steel, the water withdrawal can thus be reduced by just under 19 percent by using renewable energy in the supply chain.[22]

[21] Grubert and Sanders (2018): Water Use in the United States Energy System: A National Assessment and Unit Process Inventory of Water Consumption and Withdrawals; Environ. Sci. Technol. 2018, 52, 11, 6695–6703.
[22] Internal calculation: production of steel with green electricity compared with production of steel with gray electricity based on Grubert and Sanders (2018).

G 20

Sustainability methodology, focus on water

Measures for improving sustainability performance along the value chain



Water targets for company locations in regions with water scarcity

We analyzed our company locations using the Water Risk Filter provided by the World Wide Fund for Nature (WWF). According to this analysis, 70 of our sites are located in areas of severe or severest water scarcity (see G 21). We have set ourselves a target of reducing absolute water withdrawal at the 70 sites identified by 25 percent by 2025 compared with our 2017 baseline year. In 2024, company locations in regions with water scarcity accounted for around 2.23 million m^3 of water (prior year: 2.32 million m^3) or 11.1 percent of Bosch's total annual water withdrawal. This corresponds to a reduction of around 28.5 percent compared to the baseline year 2017 (prior year: 25.6 percent).

Total water withdrawal by the Bosch Group increased to 20.0 million m^3 in 2024 (prior year: 19.5 m^3). In relation to sales revenue, this constitutes a relative increase of around 4.2 percent year on year (also see T 10 and G 22).

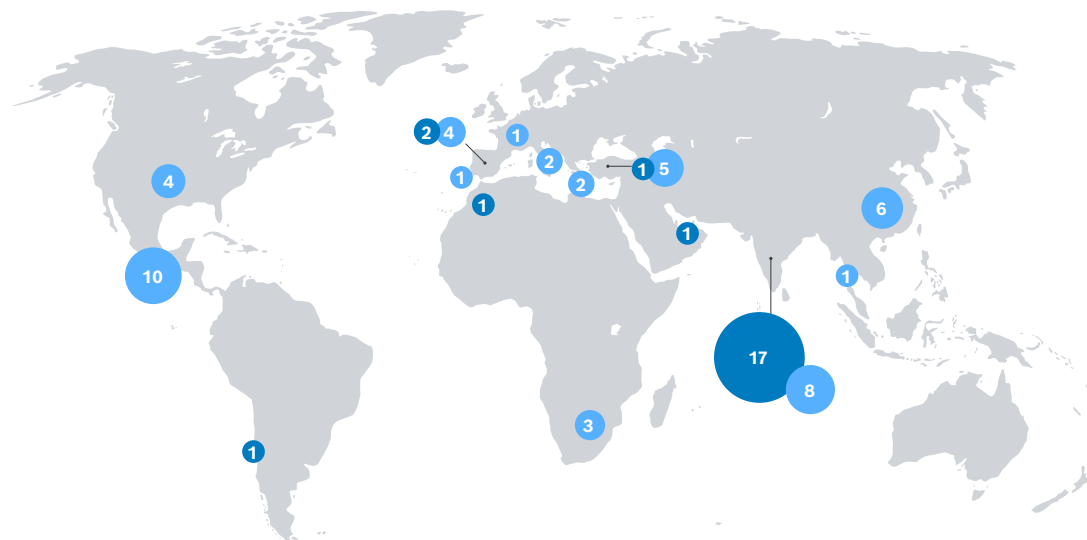
In 2025, we will analyze our company locations again using the Water Risk Filter from the World Wide Fund for Nature (WWF) and set ourselves a new target based on the results, which will extend beyond 2025.

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 or rainwater is used wherever possible. To ensure that the funds for achieving water targets are used efficiently, water coordinators in the divisions identify local savings potential and implement suitable measures together with those responsible at the sites concerned. Since 2019, we have

G 21

Company sites in regions with water scarcity



	Number	Withdrawal in millions of m^3	Share of total water withdrawal	Affected regions
Sites with the severest water scarcity	23	0.4	2.0%	Chile, India, Morocco, Spain, Turkey, United Arab Emirates
Sites with severe water scarcity	47	1.8	9.2%	China, France, Greece, India, Italy, Mexico, Portugal, South Africa, Spain, Thailand, Turkey, USA

T 09

Water withdrawal in regions with water scarcity

Sites in regions with severe or severest water scarcity
2017–2024, in millions of cubic meters

2017	2018	2019	2020	2021	2022	2023	2024	2025 target
3.1	3.0	2.8	2.4	2.5	2.4	2.3	2.2	2.3

launched more than 260 projects that enable us to save up to 700,000 m³ of water at our sites each year. By systematically collecting rainwater we reduce the amount of groundwater we extract and the amount of water we withdraw from the public water supply. In 2023, we were able to nearly double the quantity of rainwater used company-wide year on year to 140,000 m³ (prior year: 74,000 m³). In 2024, we used 190,000 m³ of rainwater.

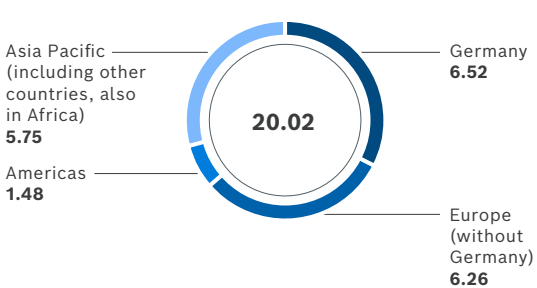
Collection systems for monsoon rains

A new rainwater collection system was put into operation in Bidadi in India in 2023, which has a storage capacity of 10,000 m³. In 2024, around 64,000 m³ of rainwater was collected and used at the site. This covered roughly 41 percent of the total volume of water needed at the site. Rainwater is also used at the site in Naganathapura in India. Around 11,200 m³ of rainwater was treated and used at the plants in 2024, covering roughly 26 percent of the total water demand at the site in this period.

G 22

Water withdrawal

Bosch Group 2024 by region, in millions of cubic meters



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 harsh 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.

T 10

Water withdrawal

Bosch Group 2022–2024, in millions of cubic meters

	2022	2023	2024
Bosch Group	**19.13**	**19.47**	**20.02**
Surface water	3.71	3.51	3.12
Groundwater	2.22	2.99	3.26
Public/private waterworks	13.16	12.94	13.61
Fresh water[23]	**19.09**	**19.44**	**19.99**
Public/private waterworks	0.04	0.03	0.03
Other sources[24]	**0.04**	**0.03**	**0.03**

[23] < 1,000 mg/l total dissolved solids
[24] > 1,000 mg/l total dissolved solids

Water intensity

in cubic meters/million euros of sales revenue

	2022	2023	2024
Bosch Group	**216.9**	**212.6**	**221.6**

Other environmental impacts

Other environmental impacts may arise from wastewater and air and soil emissions at our company locations. We aim to have as little impact on the environment as possible here too and are working to fulfil this aspiration with our Group-wide environmental management system. We have established a systematic material data management system for the management of substance bans and restrictions, which helps ensure material compliance.

Wastewater

Wastewater at Bosch is mainly produced in sanitary facilities and canteens (46 percent) and also in connection with cooling water (29 percent). Manufacturing accounts for 25 percent of the wastewater produced. Water is used here in electroplating as well as in washing systems and machining centers, among other areas. In 2024, Bosch's wastewater volume decreased to 15.25 million m^3 (prior year: 15.46 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. In 2019 we recorded centrally where which quantities are generated, how they are treated, and where they are discharged (see G 24). 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 2024. The impact on the environment was categorized as low.

G 23

Wastewater

Bosch Group 2022–2024, in millions of cubic meters

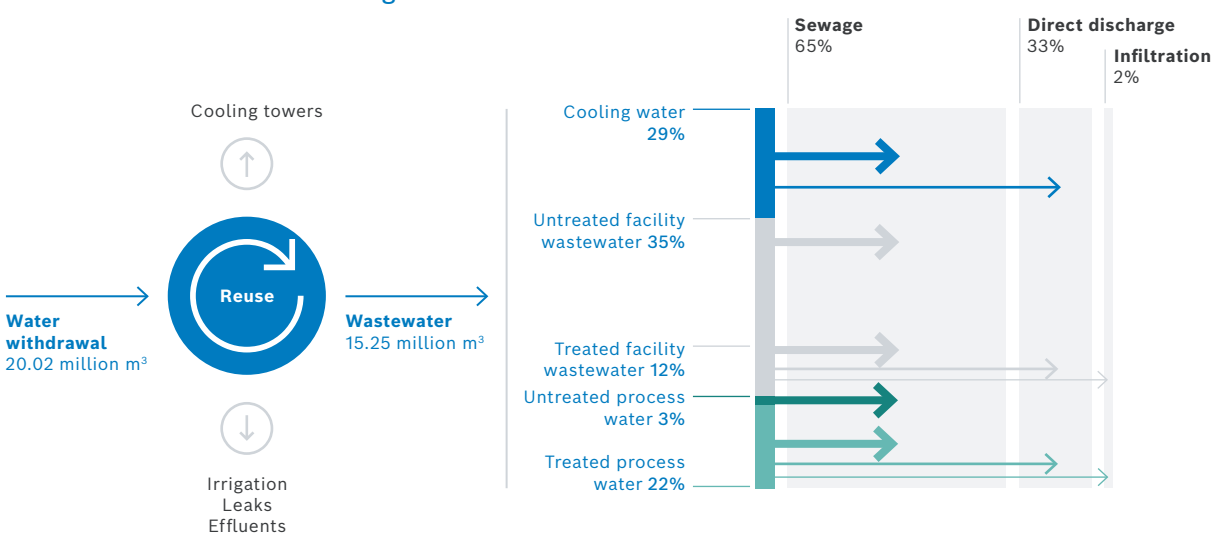
At some sites, we carry out wastewater treatment in-house, using processes such as ultrafiltration to separate solids and liquids or physical-chemical treatment methods such as precipitation or distillation, depending on local conditions.

We apply the following wastewater treatment process:

- **Primary treatment**
  Physical removal of suspended and floating substances such as large particles, oils, and fats by sedimentation to feed the wastewater into secondary treatment.
- **Secondary treatment**
  Degradation of organic matter and reduction of solids through biological treatment and of nutrients through a combination of chemical and biological treatment.
- **Tertiary treatment**
  Additional treatment to remove any remaining suspended, colloidal, and dissolved components, for example by granulate filtration.

G 24

Wastewater flows and discharge routes



Air emissions

Air pollutants can impact people's health and should therefore be reduced. As part of the materiality assessment in 2024, we once again examined which air pollutants are produced and at what levels in the relevant business processes in manufacturing, such as surface treatment and foundry processes. The results show that the topic has gained importance. It will therefore be the focus of further activities in the future.

Use of substances of concern

At Bosch, substances of concern (SoC) 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 company regulations define the material compliance requirements and specify the organization and responsibilities. We are continuously working to identify permissible SoC 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 SoC in the product development process. If permissible SoC 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 substances were released were reported through our incident management system in 2024.

Systematic management of materials data

At present, there are more than 16,000 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 division level so that any adjustment measures needed in response to any changes can be initiated in a timely manner.

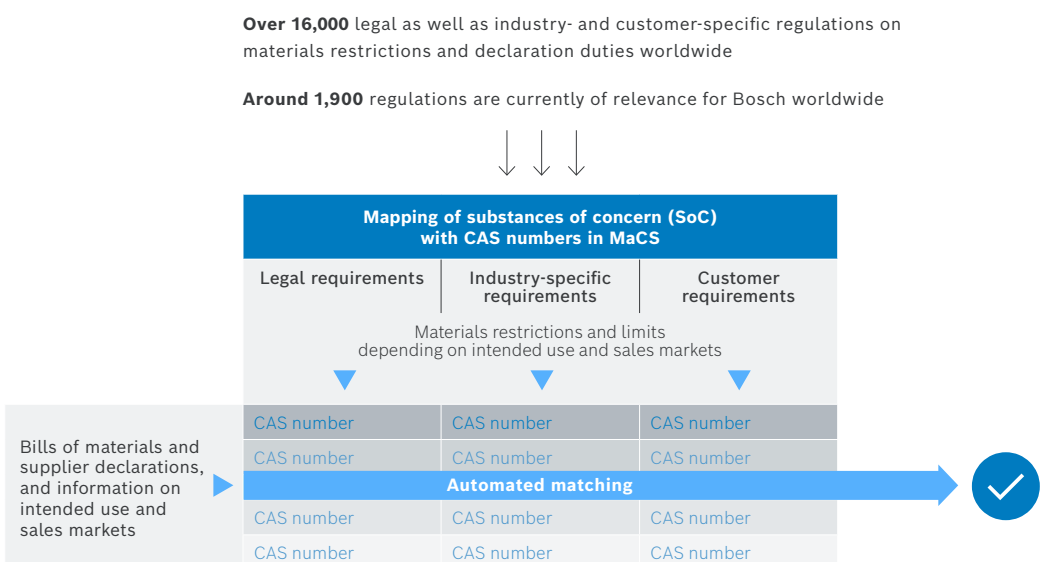
We have built a central IT system – MaCS (Material Data Management for Compliance and Sustainability) – to efficiently manage materials restrictions, in particular for products. The Sustainability and EHS corporate department is responsible for the technical coordination and continuous development of 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 40,000 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 SoC in materials are regulated uniformly and bindingly for all suppliers in Bosch's standard N 2580-1.

G 25

MaCS – Material Data Management for Compliance and Sustainability



Social

Social

As a globally operating company, Bosch takes its social responsibility seriously. We respect human rights and actively demand this in our global supply chains as well. At the same time, we are focused on strengthening diversity, equity, and inclusion as well as on ensuring a safe working environment.

Bosch as an employer

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 innovative, high-growth areas.

Regulations and organization

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 human rights, equal opportunities, fair working conditions, and global standards in occupational health and safety. The eleven principles are based on the core labor standards of the International Labour Organization (ILO).

Our associates are familiar with the basic principles and are required to report violations. The same applies to violations of our Codes of Conduct (see the "Governance | Compliance" section).

The Human Resources corporate sector is responsible for defining the content-related parameters for HR management in the countries where Bosch operates, with the respective regional HR management reporting to central HR management.

Employment at Bosch

Bosch employs more than 417,900 people worldwide. To enable flexible staffing, around 7.4 percent of the workforce have time-limited employment contracts. As a rule, they have the same training opportunities as associates with permanent contracts.

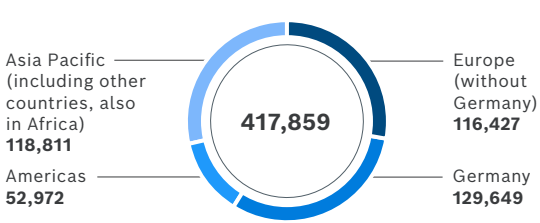
In addition, the company employs roughly 13,900 subcontracted workers. Bosch uses subcontracted workers when there is a staffing need that cannot otherwise be met. There is no restriction on the use of subcontracted workers, for instance, in direct functions such as manufacturing and logistics. Whenever 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.

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.

G 26

Associates

Bosch Group by region, as of December 31, 2024



Our personnel recruitment activities are guided by Bosch's group strategy, the requirements of the specialist departments, and the expectations of the target groups. We use a variety of formats to reach out to potential applicants. Depending on the target group, these range from online career channels to national and international career fairs, through to social network events.

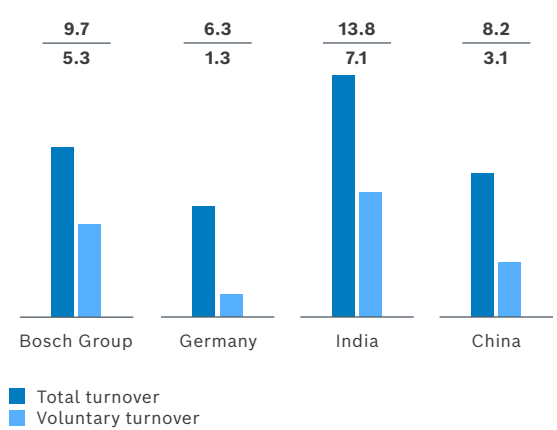
We benchmark our turnover rate against the respective market average as an indicator of how attractive we are as an employer. As a result, we are able to make any adjustments necessary at an early stage, for example in our employment conditions. Our objective is to always keep voluntary turnover[25] at Bosch below the average for each respective

[25] In the case of voluntary turnover, associates leave the company of their own accord.

G 27

Turnover

Bosch Group 2024, selected countries, in %



country. In general, it can be observed that our associates rarely terminate their employment relationship. However, there are regional differences (see G 27).

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 trends, leave Bosch no choice but 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 training) or externally to other employers. Beyond that, we prioritize adjustments 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 take on part-time work.

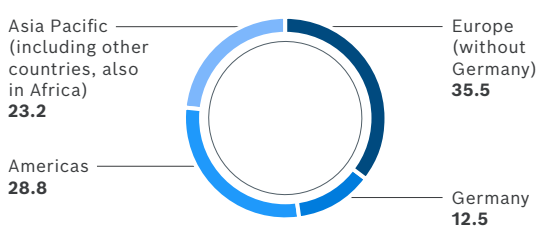
Agreements on the transformation of company locations were also concluded and continued with local works councils in 2024, for example at the Feuerbach, Schwieberdingen, Abstatt, und Leinfelden sites. In all cases, participation by associates in these programs is voluntary. The number of associates who make use of the offers is an indicator of the attractiveness of the respective individual measures.

In 2023, collaboration with the employee representatives in the Mobility business sector was placed on a new footing in Germany with the conclusion of a new works agreement for the future. In particular, this involved detailed agreements to give practical shape to participation by the

G 28

New hires

Bosch Group by region, in %, as of December 31, 2024



employee representatives and individual committees in the transformation of the business sector. In addition, a supporting collective bargaining agreement provides for implementation of target vision processes at the Mobility locations in Germany that are bound by collective bargaining agreements. Social partnership at Bosch will be further intensified by the agreements made – after all, industrial transformation in the mobility sector can only succeed with the cooperation of all partners.

Training and placement

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. Our "People Acquisition Campus" and "Mission to Move" programs set up in 2018 have provided over 3,000 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 70 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 professional placement service.

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

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. We therefore continuously seek to consult and involve the employee representatives in the process at the earliest possibility. As part of a transparent and open information and communication policy, briefings are provided in a timely manner and with due regard to the relevant facts and national regulations.

The framework for cooperation with employee representatives 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 workers' 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. The person appointed must have wide-ranging powers of representation for the unit concerned, is appointed through a formal process, and is responsible for collaborating with the relevant employee representative body.

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. Any restrictions on the rights of employee representatives are identified in particular in cooperation with the combined works council and the European and international employee

representatives. 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. Individual cases are handed over, for example, by the chair of the European works council of the Bosch Group to the responsible corporate office, the board of management, or the supervisory board.

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 116,000 associates, or around 90 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

If Bosch's transformation process is to be mastered successfully, it is essential that the corporate culture also evolves. We are convinced that clear and purpose-driven feedback from associates is the key to lasting improvement. Our impact: feedback landscape gives the workforce the opportunity to express their opinions and initiate change (see G 29).

As a full global survey, the Bosch Pulse Check is used to measure associate satisfaction, among other things. The results are analyzed at higher levels, for example by division, country, location, or management area. The survey was conducted for the first time in 2024 and is to be repeated annually.

The results at Group level show high approval ratings for well-being at work, sense of belonging, loyalty, and employer attractiveness. There is potential for improvement in the areas of appreciation, future prospects and leadership.

Once a year, Bosch also surveys its executives worldwide on current strategic topics in the context of the Executive Pulse Check. The survey results are elaborated together with recommended actions for the board of management. They are also shared with all participating executives and are used as a basis for dialogue between supervisors and associates. Other survey elements are available in the feedback landscape, if required, as in-depth content on important topics such as leadership, teamwork or well-being at work.

G 29

Elements of the “impact:” feedback landscape

Remuneration and social benefits

Bosch sees itself as a hands-on social partner that actively helps shape agreements, creates attractive framework conditions, and offers its associates pay that reflects performance and market conditions.

Basic principles of the remuneration system

Bosch has established principles applicable worldwide governing fair pay in line with market conditions[26]. The basic principles of the remuneration system are defined in internal company regulations. We want to ensure an attractive remuneration level in line with market conditions for all associates and strengthen our competitive position, while enabling the adjustment of remuneration systems to local conditions in response to the increasing volatility of markets. As a consequence, within the framework of the defined basic principles, differences can arise in the remuneration systems of individual operating units, regions, countries, and locations.

If the requirements and tasks are comparable, Bosch makes no distinction in the remuneration level for male and female associates. Individual pay arrangements comprise fixed and variable components and typically reflect the requirements of the given job. Performance-related or market-specific aspects are also taken into account for some groups of associates. In the case of groups of associates subject to rules comparable with collective bargaining agreements, remuneration models are adapted to local and regional regulations. All statutory minimum wage regulations in individual countries are complied with in full.

[26] To achieve a remuneration level in line with the market, Bosch follows the market average for comparable tasks. As a rule, the data is based on a survey of the overall market conducted by a global service provider.

Worldwide standards also apply to management remuneration at Bosch. Individual bonuses were replaced by a collective profit participation model for management back in 2016.

Basic principles for company pension promises and other social benefits

Bosch makes commitments to its associates worldwide in relation to occupational benefits, such as company pension schemes. The basic principles for granting, arranging, and financing these pension benefit promises are laid down in internal company regulations. Promises of pension benefits are structured consistently for all income groups within a company or for all companies in a country. In addition, we offer our associates other social benefits, such as a company healthcare scheme (see also the "Occupational health and safety" section).

Work-life balance

Bosch supports its associates in striking a balance between their individual career goals, personal life-style, and private goals. With this in mind, we are working on further flexibilization of when and where associates work in compliance with legal requirements.

Our guidelines for a flexible and family-friendly work culture cover, among other aspects, a fast return to work after a period of leave, job sharing, or part-time leadership. These guidelines have meanwhile been introduced in many countries or adapted to country-specific requirements. Various working time models have also been introduced in this context (especially mobile working and part-time work), for example in China, India, Mexico, and the United States.

Flexible working conditions

Bosch wants to empower its associates to structure their working time individually while addressing business requirements in the best possible way. 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 also now standard practice at Bosch. Associates in all countries can and should benefit from the increased flexibility, assuming their particular role permits this.

Other agreements and benefits

We help our associates strike a work-life balance by creating a work environment that is as flexible as possible. Furthermore, we 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, they can take sabbaticals, spe-

T 11

Part-time associates

Bosch Group 2023–2024, by region and by gender

	2023	2024
Bosch Group	**25,875**	**21,420**
By region		
Europe (without Germany)	5,686	4,934
Germany	18,905	15,671
Americas	626	613
Asia-Pacific (incl. other countries, also in Africa)	658	202
By gender		
Female	14,842	14,026
Male	11,033	7,394

cial 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. Each and every individual in the company should feel welcome, respected, and appreciated, regardless of factors such as gender, origin, age, personal background, or individual life path.

We are convinced that teams with a range of vantage points, educational and cultural backgrounds, as well as personal qualities often produce better results and that mutual appreciation of all associates is beneficial for the work climate. That is why diversity, equity, and inclusion are firmly anchored in our "Be#LikeABosch" mission statement.

Bosch became a signatory to the Diversity Charter as early as 2007. Our Code of Conduct, too, underscores that Bosch respects and protects the personal dignity of each individual, tolerates neither discrimination nor harassment, and promotes diversity, equity, and inclusion.

Dimensions of diversity

In order to do justice to the different dimensions of diversity, we are actively involved in various topic areas:

- Gender

We want to further increase the proportion of women in our total workforce, which is currently 28.9 percent (prior year: 28.8 percent). We also want to further increase the proportion of women in leadership positions, which – across all management levels – is currently at 20.4 percent (prior year: 20.0 percent). The aim is that by 2030 at least one in four leadership positions at Bosch worldwide is held by a woman.

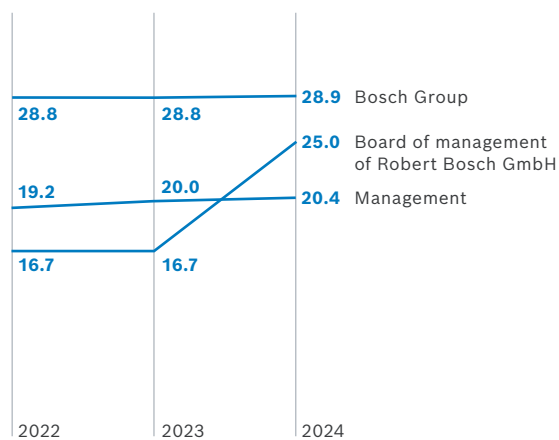
On account of legal requirements in Germany, targets apply for the proportion of women on the supervisory board, on the board of management, and in the first two management tiers below the board of management at Robert Bosch GmbH and the co-determined subsidiaries based in Germany. For further details, see the 2024 annual report (page 40 et seq.).

We offer comprehensive seminar and mentoring programs for women who hold or would like to hold specialist, project, and executive positions. They can also exchange views and ideas in networks like women@bosch and the heratec

G 30

Proportion of women

Bosch Group 2022–2024, in %



network of female engineers and gain inspiration for their everyday professional lives. External networks and events as part of Bosch memberships expand the range of opportunities for professional and interdisciplinary exchange among women. For example, Bosch is a member and cooperation partner of the international Women Automotive Network, which has set itself the goal of supporting women in the automotive industry. Representatives from Bosch took part in two meetings in 2024, one in Detroit, in the U.S., and the other in Stuttgart, Germany.

In Germany, Bosch is also a long-standing partner of the Women Leadership Network PANDA and was also represented by several female executives at the network's annual summit in Frankfurt am Main in 2024. Bosch wants to use activities like these to appeal to women, particularly in recruiting, and attract them to the company.

Generations

We create a work environment that fosters successful, cross-generational collaboration adapted to the different life stages. In this way, we want to seize the opportunities that the combination of diverse experiences, competencies, and perspectives of the different age groups can provide. We create the conditions for this through our lifelong learning concepts, occupational health management system, and systematic sharing of experience and know-how through the BestAger@Bosch associate network.

Cultural diversity

People from around 150 nations work together for Bosch. This diversity allows us to successfully cooperate with our customers, partners, and suppliers worldwide. Intercultural competencies are demanded every day. We therefore reinforce international collaboration and use our cultural diversity to further advance Bosch as a company. Our associates show their commitment too through their involvement in numerous networks around the world, such as Afric@Bosch, Asians@Bosch, Hispanics@Bosch, For Bosch abroad, and the Turkish Forum.

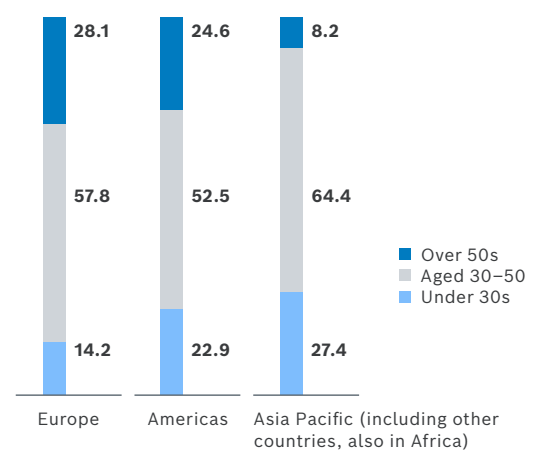
Physical and mental abilities

We increase our innovative strength by focusing on our associates' individual potential – not on their limitations. We therefore create an inclusive work environment that considers and appreciates individual needs and skills, in the

G 31

Total workforce by age group

Bosch Group by region, in %, as of December 31, 2024



realization that inclusion can only succeed if prejudices and reservations are overcome and the issue is addressed continually. We are committed to the inclusion of people with restricted abilities in internal (e.g. BeAdept@Bosch) and external networks and acknowledge our social responsibility in this area.

At 5.5 percent, the proportion of people with severe disabilities in the Bosch Group in Germany in 2024 remained at a level comparable to the previous year.

▸ LGBTQIA+

At Bosch, all associates are valued – irrespective of their sexual orientation or gender identity. The b:proud associate network helps create an open corporate culture. In 2017, it launched the LGBT*IQAlly initiative. Allies are associates from all business sectors whose role is to openly address possible incidents of bias or discrimination to help shape the transition to an open work culture.

Goal management and implementation

Back in 2011, Bosch established a central project team to promote diversity, equity and inclusion within the company and embed the related commitment within the organization. Project management reports directly to the member of the board of management with responsibility for human resources and social welfare.

The team sets the framework by providing a global strategy and advising, supporting, and networking people and activities throughout the group. The team members are also engaged outside of the company (see www.bosch.com/diversity). The project team cooperates closely with the Booster Board, which includes colleagues representing different countries, organizations, and hierarchy levels. It serves as a sparring partner for the project team and as a multiplier. More than 140 coordinators worldwide as well as the numerous members of internal company networks also support the project team in embedding topics of diversity, equity, and inclusion within the organization and making them visible.

Bosch Diversity Days and Global Disability Conference

Bosch organizes Diversity Days each year in order to raise awareness of diversity, equity, and inclusion throughout the company and to demonstrate the strength the company and its associates can derive from these topics. More than 135 online and in-person events took place worldwide in 2024 with the motto “Be open”. Not only did this create a shared sense of belonging across all career stages and borders, it also raised awareness of diversity at Bosch.

The Global Disability Conference took place for the third time in a row in 2024 under the motto #BeyondLimits. Internal and external speakers shared their experiences and knowledge at more than 20 online and in-person events.

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 competencies and 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.

Associate development

Competence management at Bosch is a systematic process for identifying professional and methodological competences and helping 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. Our competence model is defined in internal company regulations and sets the framework for recruitment, feedback talks, assessment of potential, and support programs. It comprises four competence areas: entrepreneurial competence, leadership competence, interpersonal competence, and professional competence.

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

- Contribution dialogue[27]

As part of the annual performance review, executives and associates look back over what was achieved in the past year, and jointly discuss targets for the year ahead. Around 246,600 such dialogues were held in 2024.

- Development dialogue[27]

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. Around 3,800 development dialogues were held in 2024.

- Talent and associate review

Once a year, executives, experts, and HR Business Partners discuss the potential of their associates in order to identify and advance talent at an early stage.

- Talent Pool

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 2024, the Talent Pool included roughly 9,900 associates, the largest number yet since the platform was established.

[27] Since the end of 2024, the annual performance review (formerly the goal and performance dialogue) and the associate development dialogue (formerly the career and development dialogue) have been applied in a revised form.

Lifelong learning strategy

As a "learning company," Bosch supports a ongoing learning process with forward-thinking, motivational, and easily accessible learning programs that allow associates to quickly and flexibly acquire the necessary knowledge. We strengthen the employability of our associates 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.

Internal company regulations define the competence development process. This requires all organizational units to derive strategic competencies and learning needs from the corporate strategy and to define role-based curricula, which are then assigned to associates and tracked during implementation. The following strategic objectives are being pursued:

▸ 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 faster than before 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. By 2030, 40 percent of the roughly 8,000 training measures are to be converted into modular or smart learning formats.

Online learning platforms (e-universities) offer our associates access to a variety of learning content and the means to obtain knowledge from external science and business experts in a self-managed format. Since the corresponding licenses were introduced in 2019, around 67,200 have been used by associates.

▸ Self-managed learning and mutual learning

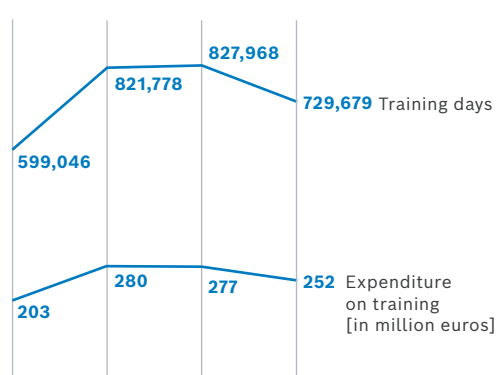
There are a variety of learning formats, some informal or self-managed by associates, in which participants can share their knowledge in a network. Internal learning platforms leverage the expert knowledge available at Bosch anywhere and anytime. "Days of Learning" are also held annually in various business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

In 2024, Bosch invested 252 million euros (prior year: 277 million euros) in training for its associates. Our associates attended a total of 729,679 training days in 2024 in the form of seminars and webinars (prior year: 827,968 training days).

G 32

Training activities

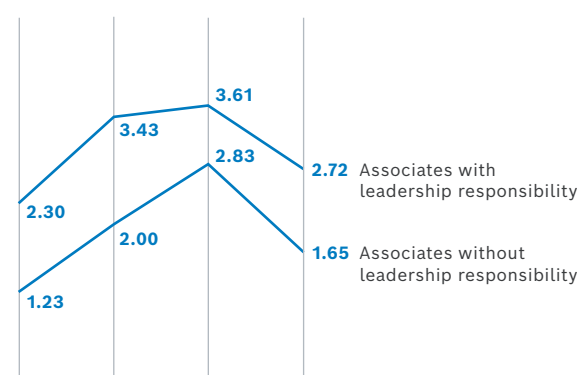
Bosch Group 2021–2024



G 33

Average training days

Bosch Group 2021–2024, without BSH Hausgeräte GmbH



These training measures are usually based on target-group-specific curricula set for associates with standardized profiles. At present, there are around 3,500 (prior year: 3,500 curricula) such curricula, while roughly 190,000 (prior year: 174,400) associates use at least one learning curriculum for their training.

All training 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. Target group-specific curricula aligned to the competencies required by specific workforce groups are revised each year and adapted accordingly as requirements change.

Occupational health and safety

Measures to protect and promote associates' health and provide a safe working environment at all times are a top priority for Bosch. Internal company regulations define the relevant principles, organization and responsibilities within the Bosch Group.

The Sustainability and EHS corporate department manages occupational health and safety at Bosch using a group-wide process. The heads of the organizational units and company locations are responsible for compliance with the centrally defined requirements and goals. Designated EHS officers support them in this task. Current progress toward goal achievement is reported regularly to all executives as well as the board of management of Robert Bosch GmbH, also on an ad hoc basis in the event of particularly serious incidents.

As of the end of 2024, 241 out of the 252 relevant production locations and development locations (with material responsibility) had already implemented an occupational health and safety management system according to ISO 45001, of which 97 percent had been certified (see T 12). As a result, around 99 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.

By the end of 2025, we aim to lower the number of work-related accidents at Bosch to 1.45 accidents per 1 million hours worked. In the reporting year, the accident rate was 1.46 accidents per 1 million hours worked (prior year: 1.49). Regrettably, an employee of an external company died in an accident in 2024. We set up a working group at the end of 2024 to focus on accident prevention at external companies.

T 12

Occupational health and safety management systems (OHSMS)

Bosch Group 2024

Production locations and development locations[28]	**252**
Occupational health and safety management system implemented according to ISO 45001	241
Occupational health and safety management system certified according to ISO 45001	234

[28] The following applies to information on the occupational health and safety management systems: 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.

Based on the already clearly defined responsibilities and processes, the working group aims to develop additional measures to prevent accidents when using external companies.

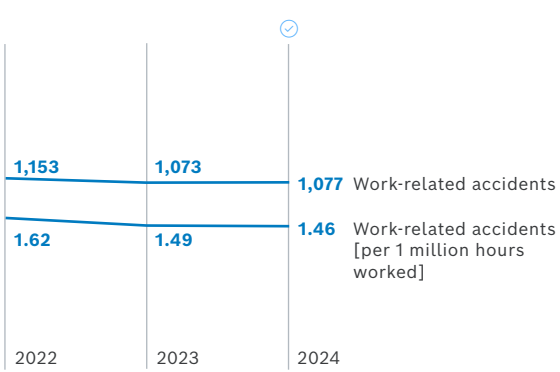
Risk assessment

Every year, we identify and assess potential occupational safety risks and classify them by priority. For this purpose, we refer to accidents reported in the Incident Management System and use findings from internal audits under ISO 45001 or the audits of the internal audit department. On this basis, we develop specific risk mitigation programs and define the focal points for subsequent audits. 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.

G 34

Work-related accidents

Bosch Group 2022–2024



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. These apply right from the outset when we select a service provider. In this regard, we have set down key EHS requirements for suppliers in our Terms and Conditions of Purchase. 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. In the event of discrepancies, appropriate remedial measures must be taken before proceeding with the work.

Training and awareness-raising

It is our conviction that occupational safety begins with each individual's awareness of deficits and their behavior. This is where we see the greatest potential for improvement, which is why we are focusing on measures to raise the awareness of our associates for occupational health and safety matters. To do this, we organize campaigns with a different focus each year in addition to our EHS competence management and regular instructions and training. As in the past few years, in 2024 we again focused on the early detection of dangerous situations and hazards (hazard recognition).

We already established a working group in 2023 to focus on accidents involving associates in customer support. This group develops measures aimed at preventing accidents that occur during activities at the customer's premises. With the working group on accident prevention for external companies established in 2024, we are covering another important area of accident occurrence.

Prevention and health promotion

Each individual's health is of vital importance both for our associates' motivation and satisfaction and thus for Bosch as a responsible employer. As a person's health depends on many factors, associates and the company work together to ensure a comprehensive approach to occupational health.

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, and health management to answer health-related questions.

Safety culture from the heart

Various campaigns at company locations raise the awareness of our associates for occupational health and safety matters. The Mexican site in San Luis Potosí not only addressed the workforce, but also the next generation under the motto "Safety culture from the heart". While the parents were able to interactively experience the effects of working without concentration in a model house for unsafe situations, a range of activities took place for the associates' children. They were trained to operate fire extinguishers and were able to take part in a first aid course. They also had the opportunity to leave a video message about safety for their parents – a measure that has contributed to the long-term success of the campaign. While more than half of all occupational safety incidents were caused by individual misconduct in 2022, the figure was only one third in 2024.

As part of our integrated approach to health management, strategic guidelines were published to better meet the needs and tackle the challenges in the individual regions and company locations. The goal is for all health experts to work together as part of a network and to establish a central point of contact for health issues at the company locations.

Occupational health measures and projects at the individual company locations are tailored to their size and respective needs. As the challenges differ from one country to the next, we manage the activities locally – for example in Brazil, China, India, the United Kingdom, or Romania. Regular online network meetings enable the leveraging of synergies between locations and also across borders in order to offer associates the broadest and most attractive range of services possible. In countries without full medical coverage,

Bosch has established partnerships with clinics at many company locations. In addition, digital platforms are offered that provide associates with information on contacts and activities as well as media libraries with a wide range of health topics.

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 based on the experience of the medical service and safety engineers as well as the health report issued by the Bosch company health insurance fund, and the insights from the surveys carried out as part of impact:wellbeing. Insights from occupational reintegration management and hazard assessments are also considered. As a result, medical conditions affecting the musculoskeletal and respiratory systems as well as mental illnesses were identified as focus areas. So-called health working groups are responsible for implementation at the individual company locations. Various structures and programs exist to maintain and promote mental health. The aim is effective prevention of mental illness and effective treatment and reintegration of associates with mental illness. Associates have access to a wide range of information and advice options through the digital health platforms and on-site advisory services. In Germany, in-house social services should be highlighted, which offer associates support in the event of psychosocial stress. The occupational physicians are also available as a first point of contact.

Specialist presentations across locations

In 2024, Bosch hosted monthly digital specialist presentations by internal and external health experts. In addition to physical and mental health, the topics also included social health, for example, the effects of cohesion. A large number of associates also took advantage of the opportunity to participate in one of the many in-person events that took place at Bosch sites in more than 20 countries.

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 new offer.

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

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. This is because as an industrial company with production locations and supply relationships in many countries and regions, we influence the situation of people and the environment in a variety of different ways.

Bosch has supply relationships in around 60 countries. From a total of around 35,000 suppliers worldwide, the Bosch Group procured materials and services worth 49.8 billion euros in 2024 (prior year: 50.9 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.

As a globally operating company, we recognize our corporate responsibility to respect human rights. 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 and take appropriate remedial measures in the case of violations.

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). The corresponding report and our statement of principle on human rights are available online.

We likewise expect our business partners to commit to respect human rights, to establish appropriate due diligence processes, and to oblige their own suppliers and other third parties to comply with corresponding principles to the best of their ability.

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 company regulations. Implementation of the requirements is audited 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 organizational units concerned in each case. The requirements for fulfilling the due diligence obligations are prescribed centrally and the organizational units concerned implement these requirements in their processes.

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, conducting training, and supporting the organizational units in developing preventive and remedial measures.

If necessary, the corresponding regulations also have to be enhanced. The organizational units concerned implement the requirements of the responsible corporate departments, 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 human rights committee convenes twice a year under the chair of the human rights officer. It is made up of the heads of the responsible corporate departments and other corporate departments with an advisory role (compliance, risk management, legal affairs, communication). 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

Bosch's Code of Conduct applies to all associates.[29] 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. Clearly defined requirements for our security personnel, training programs on human rights, and far-reaching supervision measures aim to prevent behavior that violates human rights vis-à-vis our associates and third parties.

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.[29] 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 | Compliance" 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 2024, around 82 percent of suppliers contacted had already acknowledged the Code of Conduct (prior year: 71 percent). We are seeking to achieve a further increase in 2025 as well.

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 99 percent (prior year: 97 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 2024, around 71 percent of our relevant direct materials suppliers (excluding BSH Hausgeräte GmbH) had such a certificate (prior year: 69 percent). Suppliers without manufacturing operations are not required to adopt an environmental management system of their own, but they do have to implement corresponding measures.

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

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.[30] 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.

Further details on the complaints procedure, our reporting systems, and the number of reports received can be found in the "Governance | Compliance" section.

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. The company's views are taken into account in preventive and remedial measures through its dialogue with suppliers and direct exchanges with associates of suppliers within the scope of assessments. 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.

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 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.

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

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 severity and impact of a potential violation, the irremediability of consequences, and the likelihood of a 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 each 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 in 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 employee rights are derived from human rights, which 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 identified in the 2023 risk analysis in connection with recruitment fees was substantiated by the 2024 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 are often an indication of forced labor.

To express Bosch's rejection of such practices and to protect our associates, we introduced a policy in 2024 that regulates the topic of recruitment at Bosch and contains specific stipulations that also cover the topic of recruitment fees.

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.

G 35

15 high-risk raw materials

Cassiterite (tin)	Lead	Lithium
Coltan (tantalum)	Graphite	Manganese
Tungsten	Natural rubber	Nickel
Gold	Cobalt	Platinum
Aluminum	Copper	Rare earth elements

In an analysis of raw materials, we identified 15 high-risk raw materials that Bosch uses and launched specific risk-mitigating programs (see G 35). 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. In 2024, for example, we conducted a specific CSR quick scan of almost all direct suppliers and one of their tier-n suppliers for the raw material lead.

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 on the market as yet for many materials, we will continue to closely monitor the situation so that we can take emerging standards into account in our strategy in due course.

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.

At the same time, we use reporting in accordance with the Responsible Minerals Initiative (RMI) 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 2024, the certification rate among smelters was 86 percent for coltan (tantalum) (prior year: 91 percent). At the same time, 66 percent (prior year: 67 percent) of tungsten smelters are certified, while the rate for tin smelters lies at 74 percent (prior year: 80 percent). A proportion of 53 percent of gold smelters are certified (prior year: 55 percent). The reported certification rate for cobalt is 62 percent (prior year: 81 percent).

With respect to BSH Hausgeräte GmbH's suppliers, the certification rate among smelters is 97 percent for coltan (tantalum) (prior year: 92 percent), 84 percent for tungsten (prior year: 83 percent), and just under 90 percent for tin (prior year: 84 percent). A proportion of 77 percent of gold smelters (prior year: 80 percent) are certified, for cobalt the rate is 85 percent (prior year: 77 percent).

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 can be obtained via established platforms, such as iPoint and HP CDX, or it can be sent to individual requesting parties.

Responsible supply chain management

Compliance with human rights and environment-related requirements, such as those set out in our Codes of Conduct for Business Partners, already plays a crucial role when selecting new suppliers and is a prerequisite for subsequently entering into a contractual relationship. The corresponding timing and the audit methodology used 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 preventive measures within the scope of our possibilities, such as controls 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, with the findings of our risk analyses then determining 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.

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 2024, we conducted around 3,200 quick scans, maintaining the same level as the prior year.

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

G 36

Selected in-scope content of drill-deep assessments

- Environmental management system
- Water treatment
- Waste management

- Handling of hazardous substances
- Hygiene
- Fire safety

- Employee representation
- Grievance mechanisms

- Observance of work hours
- Equal pay

- Violations of antitrust law
- Current legal disputes

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 2024, Bosch conducted around 75 drill-deep assessments at suppliers (prior year: 120).

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. From 2025, Bosch will also be an affiliate member of the Responsible Business Alliance (RBA). Originally founded by the electronics industry as a nonprofit 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 implement 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 82 percent of our relevant direct materials suppliers (excluding BSH Hausgeräte GmbH) using the various methods by the end of 2024 (prior year: 76 percent). We also assessed 77 percent of indirect materials suppliers who are particularly relevant in terms of country risk and field of materials risk (prior year: 85 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 2024 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 1,850 associates took part in this training in 2024.

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. In 2024, the webinar on the topic of sustainability was accessed around 2,500 times.

Stakeholder dialogue and involvement in associations

Bosch regularly presents awards to its best suppliers around the world in recognition of their performance. The Bosch Global Supplier Award is bestowed every two years; the next award ceremony is planned for 2025. Suppliers have been recognized for their performance in the “Sustainability” category since 2021. Finalists in this category have at least an “A-” rating from CDP and make an exemplary contribution to climate action.

Bosch is involved both in VDA committees on sustainability, the Responsible Supply Chain Initiative (RSCI), and the “Sector Dialogue Automotive Industry“ of the German Federal Ministry of Labor and Social Affairs. 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 supply chain” cluster, we work together with other partners on how to responsibly design global supply chains.

Responsibility to customers

Bosch products aim to impress thanks to their safety, quality, and reliability – regardless of where they are produced or used. In developing and manufacturing these products and in rendering services, we stay true to our "Invented for life" mission statement 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 applies to all products (hardware, software, and services) within the respective product life cycle and considers product-related aspects such as health, safety, data protection, information security, cybersecurity, intellectual property, and environmental protection. Our PCMS includes elements that help us to identify, monitor, control, and minimize risks related to product compliance. We give due regard to product compliance throughout our entire supply chain.

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

Our quality policy

Due to our wide-ranging product portfolio, we apply a large number of different laws and regulations worldwide governing quality assurance. Internal company policies create a binding framework for setting quality objectives and commit the organization to continuously work to improve the quality management system. They also define the process for handling complaints and for solving problems sustainably.

The majority of our production locations and development locations have a quality management system certified according to ISO 9001. All sites that manufacture vehicle components are certified according to the IATF 16949 standard, which is based on ISO 9001 and was developed by the International Automotive Task Force (IATF).

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 example through precautionary tests.

We perform product monitoring to the required extent throughout the entire product life cycle of safety-relevant products. Comprehensive training establishes the preconditions for ensuring that everyone in the company is committed to, and puts into practice, Bosch's quality standards – especially with regard to the provision of safe products. For associates whose activities directly influence product quality, we provide training programs on product safety and product liability (see also the "Governance | Compliance" section). To deepen their knowledge, the product safety and product liability officers of the various divisions have access to more in-depth classroom and online training courses.

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 consumers.

Cybersecurity, information security, and data protection

Cybersecurity, information security, and data protection are elementary components of our quality standards at Bosch. We see trust in the security of products, systems, and data as well as their resilience to attacks involving manipulation as a crucial success factor in realizing our digitalization strategy. This also means dealing with personal data in a responsible manner.

We ensure that all business processes and products comply with data protection regulations and that all necessary information security measures are implemented. This means that we comply with applicable law and respect the corresponding contractual obligations. 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.

Bosch uses a combined information security and data protection management system that is continuously maintained and updated. The system is aligned with international standards, such as ISO 27000, and also takes account of legal requirements such as those pursuant to the General Data Protection Regulation (GDPR). The majority of company locations that manufacture vehicle components are certified according to TISAX (level 3). 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 company information security and data protection.

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

A clearly documented process as well as a growing 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.

Bosch Product Security Incident Response Team
Despite all precautionary measures, however, there is no such thing as absolute security in information technology. That is why we have established the Bosch Product Security Incident Response Team (PSIRT). The team serves as a central point of contact for security researchers, partners, or customers should they detect any vulnerabilities in our products. Security gaps can also be notified through our reporting systems (see the "Governance | Compliance" section). When a solution has been found, we make it transparent for our customers.

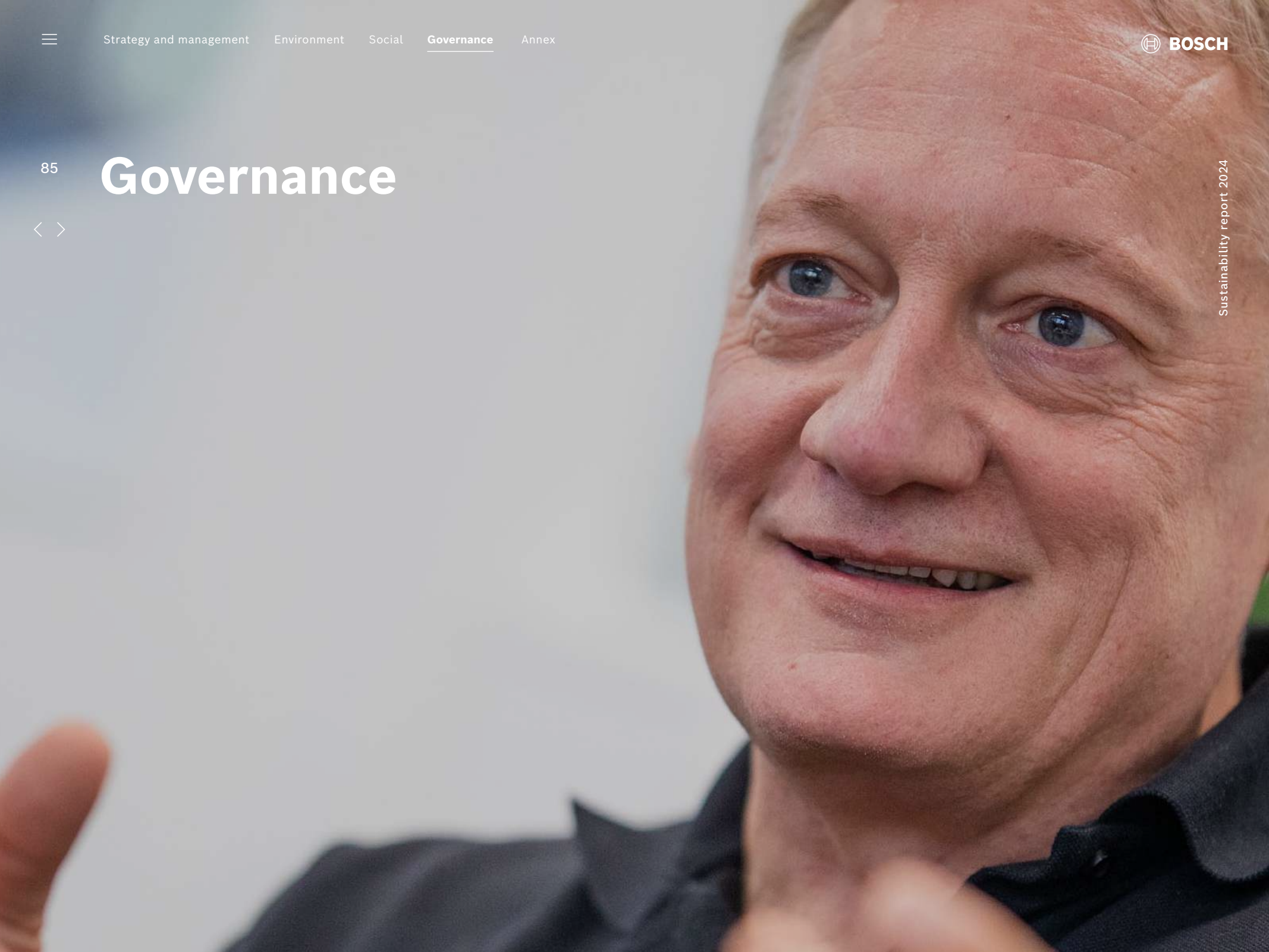
Responsible advertising

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. Corporate headquarters 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 business practices are part of the Bosch values and a top priority for our company.

Compliance

Compliance refers to the observance of legal requirements and internal regulations. The global compliance management system (CMS) is an integral part of the measures for implementing corporate governance in the Bosch Group and comprises structures and processes for the organizational safeguarding of compliance requirements. 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 also 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 an independent compliance management system, which is likewise based on the IDW PS 980 methodology and is supported by its own global compliance organization.

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, Internal

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 the compliance area of anti-corruption as well as for the compliance area of 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 organizing body within the Compliance Management corporate department.

Implementation of corporate governance within the framework of the CMS is reviewed in the course of internal audits performed by the Internal Auditing corporate department. In addition, we review our CMS in the context of external audits and consulting engagements and take the results as an opportunity to further develop and optimize our CMS.

Risk-based compliance checks

We conduct global analyses of corruption and antitrust law risks based on a regular cycle. In 2024, we repeated the analysis and also included checks of money laundering risks.

The risk analysis covered 258 legal entities that were selected based on certain criteria such as headcount, sales revenue, and specific risk indicators (e.g., the current Corruption Perception Index published by Transparency International). In addition, we carried out further in-depth analyses in selected regions and subsidiaries.

We evaluated the results and initiated appropriate measures that will be implemented 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. To document and track the measures, we use a central database. We plan to further develop and digitalize our approach in terms of technology and content in 2025.

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 made technical enhancements to the processes of our business partner check and preparations to replace the existing IT solution with a new system in 2025. This strengthens our risk-based approach and further increases the efficiency of our checks.

Codes of conduct

In 2024, we completely revised our Code of Business Conduct and republished it as the Code of Conduct.[31] In addition to legal developments, the results of benchmarking studies and user expectations were also taken into account.

The new document provides guidance for all Bosch associates on values-based, ethical, and legally compliant behavior. The Code of Conduct 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 social responsibility, including respecting human rights. 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.

The Code of Conduct 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 start of the year. All associates exempt from collectively bargained agreements have to 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.

[31] BSH Hausgeräte GmbH has developed its own Code of Conduct.

We have also prepared a new Anti-Corruption Policy as an umbrella regulation for further compliance rules on anti-corruption, focusing especially on gifts and invitations, sponsorship, donations, staff rotation, and conflicts of interest. At the same time, we have fundamentally revised our requirements with respect to gratuities.

In Germany, for example, the acceptance and issue of gifts is permissible up to a limit of 50 euros, gross, per year and recipient without the need for further approval. We have also standardized the requirements for certain recurring issues and regulated corresponding limits and approval requirements. Depending on local law, other requirements and limits may apply to those in Germany. So-called facilitation payments – payments made to officials to expedite an administrative service to which the payer is generally legally entitled – are still explicitly not permitted worldwide. These regulations are set to come into force in 2025, accompanied by corresponding training programs.

We feel that responsible and lawful conduct is important beyond company boundaries and have clearly formulated our expectations in our Code of Conduct for Business Partners.[32] 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 due diligence processes. We likewise require them to pass on this expectation to their own suppliers (see also the "Social | Complying with due diligence obligations relating to human rights and the environment" section). Referenced in the Terms and Conditions of Purchase, this code is generally made an integral contractual element and is sent to all suppliers at the beginning of the business relationship.

Compliance training

We use various training programs and communication measures to raise our associates' awareness of compliance issues. The compliance training program[33] is available to our associates in the form of web-based training (WBT), in-person events or webinars as well as corresponding documentation (see T 13). Participation is mandatory for certain groups of associates, who are selected via a risk-based approach. For example, these include associates exempt from collectively bargained agreements due to their specific responsibility as specialists or managers, but also numerous other associates in selected areas or in special functions. The training content must be repeated regularly, usually at two- to three-year intervals. Our training programs are regularly refined and updated to accommodate new content and developments, as well as feedback from participants.

In addition to the company's own associates, people who are not Bosch associates can also be trained, in compliance with labor, company, and tax law requirements. These include associates of contractual partners or affiliated companies.

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

[33] BSH Hausgeräte GmbH has developed its own compliance training program.

The minimum compliance training courses currently held worldwide have been completed over one million times to date. With the new basic compliance training on the Code of Conduct, all associates must complete at least one mandatory compliance training course.

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. In the event that training courses are overdue, reminders are automatically sent to the associates, executives, and HR business partners to complete the outstanding training.

Four new training modules were added to the compliance training program in 2024. In the area of accounting law, the "Value limits for internal approvals" WBT was made mandatory for all associates with leadership responsibility. Mandatory information on the prevention of money laundering is also new. Furthermore, the existing area of customs and export control law was expanded to include two training modules on export control and sanctions.

Compliance at Bosch is also 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.

T 13

Areas covered by the global minimum compliance training courses

Area	Topic	Format
Business ethics	Code of Conduct	WBT, document
	General compliance awareness	Video
Anti-corruption	Anti-corruption	WBT
	Anti-corruption for Germany	Webinar
Accounting law	Value limits for internal approvals	WBT
Anti-money laundering	Money laundering prevention	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	WBT, webinar, document

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 report 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 tool, by e-mail, or phone.

Bosch's reporting system and its reporting office support 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.[34]

Procedure

When a report is received, it must be checked immediately and, if a communication channel exists, its receipt must be confirmed. The incident must then be assigned to the responsible office for further processing. If there are sufficient indications of non-compliance 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 violation of the compliance requirement, this must be remediated immediately. Appropriate measures must also be taken to prevent future non-compliance issues 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 an internal 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 also 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.

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

We address our associates through various internal communication channels to raise awareness and increase use of the reporting system, as well as strengthen trust and confidence in the internal investigation process. In 2024, we launched the company-wide “Zero tolerance for discrimination, bullying and harassment! Act now. Speak up!” campaign to provide further information on specific topics and to draw attention to the reporting system.

In 2024, 1,910 reports (prior year: 1,528) were recorded via Bosch’s 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.

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" ambition.

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 49 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.

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
- Bosch Thermotechnology GmbH: 269619148071-01
- BSH Hausgeräte GmbH: 416456120129-02

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

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 specific requirements, these must be adopted and complied with.

As of 2021, we no longer make donations to political parties in Germany, but instead participate in the economic dialogue forums of the CDU, CSU, SPD, FDP, and Bündnis 90/Die Grünen parties. Through these memberships, we strive to provide appropriate stable financial support and engage in a productive exchange of ideas which all participants benefit from. While the regional organizations are responsible for donations made outside Germany, the guidelines require donations to political parties to be submitted to the chairman of the board of management of Robert Bosch GmbH for his decision. No such matters were presented in 2024.

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 policymaking 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 2024:

Climate action

For an industrial company like 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 goals, 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

Another important part of the European Green Deal is how to finance the transformation toward an ecologically sustainable economy. In this context, attention centers above all on the EU taxonomy for classifying products and services according to their sustainability and expanding the sustainability reporting requirements. Bosch is in favor of the EU's general efforts to achieve more transparent and comparable corporate sustainability information. In implementing these requirements, the task is now to eliminate legal uncertainty, ensure a harmonized approach, and guarantee uniform and industry-wide application. 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. Also in relation to the circular economy, Bosch is closely following the current legislative process for the Ecodesign for Sustainable Products Regulation, the End of Life Vehicles Directive, and the implementation of the Battery Regulation.

Human rights

At EU level, the proposal for the Directive on Corporate Sustainability Due Diligence (CSDDD) was presented in 2022 to ensure the respect of human rights and compliance with environmental obligations in corporate supply chains. The negotiations on this proposed legislation were concluded at EU level in 2024. Bosch supports the objective of the planned directive – as it did with the corresponding legislation enacted in Germany. 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.

Also in 2022, the EU Commission presented a new legislative proposal (Forced Labour Act) to ban products made with forced labor. Here too, negotiations at EU level were concluded in 2024. As a company with global operations that takes its social responsibility very seriously, Bosch supports the proposal and has set out its position in bilateral talks with policymakers. At the same time, we advocate for a risk-based approach to implementing the law to enable targeted and effective implementation.

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.

2024 saw a large number of regulations adopted in the area of digitalization. The European Union's AI Act is of particular importance to our business activities. 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. The focus should always be on the interests of consumers.

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 of driver assistance systems into automated systems for private vehicles (currently up to SAE Level 3) and is contributing its expertise at national, European, and international level. In 2024, 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 these driver assistance systems and our extensive pre-development activities for components and software solutions. In China, Bosch already put a system into volume production at the end of 2023 that enables assisted driving at SAE Level 2 and can take over the driving task on a specific 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 302 million euros for R&D projects and as part of the two IPCEI (Important Project of Common European Interest) funding programs “Microelectronics and communication technologies” and “Hydrogen.” A further 1.1 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, Bosch hosted the “Allianz der Chancen” (Alliance of Opportunities) in January 2024. The network of currently 65 companies and institutions, representing more than 2.6 million associates in Germany, pursues the goal of actively shaping the transformation of the world of work. 192 participants from politics, business,

science, and employee representative bodies convened at Bosch's representative office in Berlin-Charlottenburg – including the Chancellor of the Federal Republic of Germany.

In May 2024, we organized an event together with one of our media partners and a consulting firm at Bosch's Innovation Campus in Berlin under the banner "Denkraum New Work: Neue Chancen zwischen Arbeit, Algorithmen und Ambitionen" (New work think-tank: new opportunities between activity, algorithms, and ambition). Together with representatives from politics, business, science, and society, the chair of Robert Bosch GmbH's board of management discussed solutions and challenges of the changing world of work. At six themed stations, the 104 participants were also able to experience hands-on how technological innovations such as artificial intelligence, virtual reality, and augmented reality are already being used at Bosch.

In June 2024, 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 Superwahljahr 2024" (Super election year 2024 round table). After two keynote speeches, the 26 experts from politics, business, science, and civil society explored the question of what companies and social stakeholders can do to strengthen democracy.

Annex

List of graphics and tables

Graphics

Graphics

Tables

GRI content index

GRI indicators		Comment	Reference*
GRI 2: General disclosures (2021)			
The organization and its reporting practices			
GRI 2-1	Organizational details	- Shareholders of Robert Bosch GmbH	07–08; 114
GRI 2-2	Entities included in the organization's sustainability reporting	- Consolidated group	114; AR: 100 et seq.
GRI 2-3	Reporting period, frequency, and contact point		114–115
GRI 2-4	Restatements of information		114
GRI 2-5	External assurance		111–113; 114
Activities and workers			
GRI 2-6	Activities, value chain, and other business relationships	- Subsidiaries and regional companies - Business sectors	07–08
GRI 2-7	Employees	- Number of associates - Turnover	07–08; 56–58; 62; 64
GRI 2-8	Workers who are not employees	- Subcontracted workers	57
Governance			
GRI 2-9	Governance structure and composition	- Board of management and supervisory board	09–10; AR: 10 et seq.
GRI 2-10	Nomination and selection of the highest governance body	- Corporate Sustainability Board	09–10
GRI 2-11	Chair of the highest governance body		
GRI 2-12	Role of the highest governance body in overseeing the management of impacts		
GRI 2-13	Delegation of responsibility for managing impacts		
GRI 2-14	Role of the highest governance body in sustainability reporting	- Sustainability report is authorized for issue by the chairman of the board of management of Robert Bosch GmbH and the board of management member responsible for sustainability	
GRI 2-15	Conflicts of interest	- Codes of conduct	88–89

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 2-16	Communication of critical concerns	- Compliance management system - Reporting systems - Sanctions committee	86–87; 91–92
GRI 2-17	Collective knowledge of the highest governance body	- Goal agreements and management reviews	09–11; 20–21
GRI 2-18	Evaluation of the performance of the highest governance body	- Remuneration system - Goal agreements and management reviews	9; 61–62; AR: 61
GRI 2-19	Remuneration policies	- Remuneration system	
GRI 2-20	Process to determine remuneration		
GRI 2-21	Annual total compensation ratio		
Strategy, policies, and practices			
GRI 2-22	Statement on sustainable development strategy	- Foreword	3–5
GRI 2-23	Policy commitments	- Basic principles of social responsibility - Mission statement and values - Guidelines of Work Safety and Environmental Protection - Codes of conduct - Target vision	9–11; 15–16; 20; 24; 54; 56; 72; 77–78; 86–89; 91–94
GRI 2-24	Embedding policy commitments	- Selection, assessment, and further development of suppliers - Corporate Sustainability Board - Design for Environment - Human rights committee - Life cycle assessments - Due diligence obligations relating to human rights and the environment - Transparency register	09–11; 43-44; 72–81; 86–87; 93
GRI 2-25	Processes to remediate negative impacts	- Selection, assessment, and further development of suppliers - Design for Environment - Sustainability management - Life cycle assessments - Risk analysis, preventing and mitigating risks	11; 15; 24–54; 72–81; 86–92
GRI 2-26	Mechanisms for seeking advice and raising concerns	- Complaints procedures - Reporting systems	75; 91–92
GRI 2-27	Compliance with laws and regulations	- Compliance management system - Codes of conduct	09–11; 72–81; 86–90; AR: 84 et seq.
GRI 2-28	Membership associations		13–14; 96–98

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
Stakeholder engagement			
GRI 2-29	Approach to stakeholder engagement	- Sustainability culture - Stakeholder groups and forms of dialogue - Materiality assessment	12–14; 20–21, 97–98
GRI 2-30	Collective bargaining agreements	- Collective bargaining - Collective bargaining agreements	59–60
GRI 3: Material topics (2021)			
GRI 3-1	Process to determine material topics	- Stakeholder groups and forms of dialogue - Materiality assessment	12–14
GRI 3-2	List of material topics		14
Economic performance indicators			
GRI 201: Economic performance (2016)			
GRI 3-3	Management of material topics		07–08; AR: 59 et seq.
GRI 201-1	Direct economic value generated and distributed	- Economic KPIs	07; AR: 89
GRI 201-2	Financial implications and other risks and opportunities due to climate change	- Analysis of climate risks pursuant to TCFD - Climate change adaptation - Position on climate change	27–28
GRI 201-3	Defined benefit plan obligations and other retirement plans		AR: 137 et seq.
GRI 201-4	Financial assistance received from government		97
GRI 202: Market presence (2016)			
GRI 3-3	Management of material topics	- Social benefits - Remuneration	61–63
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage		

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 205: Anticorruption (2016)			
GRI 3-3	Management of material topics	- Compliance management system - Compliance training - Risk management - Codes of conduct	87–93
GRI 205-1	Operations assessed for risks related to corruption		87–88
GRI 205-2	Communication and training about anticorruption policies and procedures		89–90
GRI 206: Anticompetitive behavior (2016)			
GRI 3-3	Management of material topics	- Compliance training - Risk management - Codes of conduct	87–92
GRI 206-1	Legal actions for anticompetitive behavior, antitrust, and monopoly practices		14; 87–92; AR: 84 et seq.

Environmental performance indicators

GRI 301: Materials (2016)			
GRI 3-3	Management of material topics	- Materials efficiency - Percentage of recycled materials used - Key materials - Circular economy strategy - Substances of concern	9–11; 15–16; 18; 24–26; 42–47
GRI 301-1	Materials used by weight or volume		46
GRI 301-2	Recycled input materials used		
GRI 302: Energy (2016)			
GRI 3-3	Management of material topics	- Energy efficiency, own generation, green electricity, carbon offsets - Energy efficiency of the products - Energy management system - Energy consumption - Reduction targets - Sales-related energy consumption (energy intensity)	9–11; 15–17; 24–41
GRI 302-1	Energy consumption within the organization		29
GRI 302-3	Energy intensity		
GRI 302-4	Reduction of energy consumption		29–32
GRI 302-5	Reductions in energy requirements of products and services		40–41

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 303: Water and effluents (2018)			
GRI 3-3	Management of material topics	- Wastewater management - Volume of wastewater - Quality of wastewater - Reduction targets - Sales-related water consumption (water intensity) - Water efficiency - Water withdrawal - Regions with water scarcity	9–11; 15–17; 24–26; 48–52
GRI 303-1	Interactions with water as a shared resource		49–52
GRI 303-2	Management of water discharge-related impacts		17; 51–52
GRI 303-3	Water withdrawal		49–50
GRI 303-4	Water discharge		51–52
GRI 305: Emissions (2016)			
GRI 3-3	Management of material topics	- Energy efficiency, own generation, green electricity, carbon offsets - Logistics and transportation - Reduction targets - GHG emissions - Sales-related GHG emissions (emissions intensity) - Other air pollutant emissions	9–11; 15–17; 24–41
GRI 305-1	Direct (scope 1) GHG emissions		29; 32
GRI 305-2	Energy indirect (scope 2) GHG emissions		
GRI 305-3	Other indirect (scope 3) GHG emissions		29; 33–41
GRI 305-4	GHG emissions intensity		29
GRI 305-5	Reduction of GHG emissions		29–41
GRI 305-6	Emissions of ozone-depleting substances		32; 51; 53
GRI 306: Waste (2020)			
GRI 3-3	Management of material topics	- Waste management - Waste generation and disposal - Hazardous waste - Circular economy strategy - Sales-related waste (waste intensity)	9–11; 24–26; 42–47; 53–54
GRI 306-1	Waste generation and significant waste-related impacts		47; 53–54
GRI 306-2	Management of significant waste-related impacts		
GRI 306-3	Waste generated		47
GRI 306-4	Waste diverted from disposal		
GRI 306-5	Waste directed to disposal		

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 308: Supplier environmental assessment (2016)			
GRI 3-3	Management of material topics	- Selection, assessment, and further development of suppliers - Human rights committee - Due diligence obligations relating to human rights and the environment - Risk analysis - Social and environmental standards - Responsible supply chain management - Codes of conduct	9–11; 36–38; 72–81; 88–89
GRI 308-1	New suppliers that were screened using environmental criteria		78–80
GRI 308-2	Negative environmental impacts in the supply chain and actions taken		36–38; 75–81

Social performance indicators

GRI 401: Employment (2016)			
GRI 3-3	Management of material topics	- Employment at Bosch - Turnover rate - Work-life balance - Remuneration and social benefits	09–11; 15–16; 56–59; 61–62
GRI 401-1	New employee hires and employee turnover		57–58
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		61–63; 69–71
GRI 402: Labor/management relations (2016)			
GRI 3-3	Management of material topics	- Surveys of associates - Collective bargaining - Collaboration with employee representatives	09–11; 15; 56–61
GRI 402-1	Minimum notice periods regarding operational changes		59–60

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 403: Occupational health and safety (2018)			
GRI 3-3	Management of material topics	- Occupational health and safety management system - Occupational accidents and ill health - Preventive healthcare, promotion of health, and occupational health - Occupational health and safety training and awareness - Accident prevention	09–11; 15–16; 19; 56; 68–71
GRI 403-1	Occupational health and safety management system		68–69
GRI 403-2	Hazard identification, risk assessment, and incident investigation		
GRI 403-3	Occupational health services		70–71
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety		69–71
GRI 403-5	Worker training on occupational health and safety		
GRI 403-6	Promotion of worker health		
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships		68–71; 74–77; 81
GRI 403-8	Workers covered by an occupational health and safety management system		68
GRI 403-9	Work-related injuries		68–69
GRI 403-10	Work-related ill health		68–70
GRI 404: Training and education (2016)			
GRI 3-3	Management of material topics	- Competence model - Personal development - Certified training - Training activities	09–11; 56; 66–68
GRI 404-1	Average hours of training per year per employee		67
GRI 404-2	Programs for upgrading employee skills and transition assistance programs		66–68
GRI 404-3	Percentage of employees receiving regular performance and career development reviews		66
GRI 405: Diversity and equal opportunity (2016)			
GRI 3-3	Management of material topics	- Equity, equal opportunities - Dimensions of diversity - Remuneration system	09–11; 15–16; 18; 56; 61; 63–65
GRI 405-1	Diversity of governance bodies and employees		63–65; AR: 40 et seq.
GRI 405-2	Ratio of basic salary and remuneration of women to men		61–62

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 406: Non-discrimination (2016)			
GRI 3-3	Management of material topics	- Complaints procedures - Equity, equal opportunities - Dimensions of diversity - Non-discrimination - Reporting systems	09–11; 56; 62–65; 75; 88–92
GRI 406-1	Incidents of discrimination and corrective actions taken		91–92
GRI 407: Freedom of association and collective bargaining (2016)			
GRI 3-3	Management of material topics	- Selection, assessment, and further development of suppliers - Compliance management system - Human rights committee - Due diligence obligations relating to human rights and the environment - Social and environmental standards - Codes of conduct - Collaboration with employee representatives	09–11; 56; 59–60; 72–81; 86–92
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		75–81; 88–90
GRI 408: Child labor (2016)			
GRI 3-3	Management of material topics	- Selection, assessment, and further development of suppliers - Compliance management system - Human rights committee - Due diligence obligations relating to human rights and the environment - Social and environmental standards - Codes of conduct	09–11; 18; 56; 59–60; 72–81; 86–92
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor		75–81; 88–90
GRI 409: Forced or compulsory labor (2016)			
GRI 3-3	Management of material topics	- Selection, assessment, and further development of suppliers - Compliance management system - Human rights committee - Due diligence obligations relating to human rights and the environment - Social and environmental standards - Codes of conduct	09–11; 18; 56; 59–60; 72–81; 86–92
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		75–81; 88–90

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

GRI indicators		Comment	Reference*
GRI 414: Supplier social assessment (2016)			
GRI 3-3	Management of material topics	- Selection, assessment, and further development of suppliers - Human rights committee - Due diligence obligations relating to human rights and the environment - Responsible supply chain management - Codes of conduct	09–11; 18; 56; 72–81; 88–90
GRI 414-1	New suppliers that were screened using social criteria		78–80
GRI 414-2	Negative social impacts in the supply chain and actions taken		75–81
GRI 415: Public policy (2016)			
GRI 3-3	Management of material topics	- Political lobbying - Policy in the political arena	09–10; 86–87; 93–98
GRI 415-1	Political contributions		94
GRI 416: Customer health and safety (2016)			
GRI 3-3	Management of material topics	- Product quality - Product safety	82–84
GRI 416-1	Assessment of the health and safety impacts of product and service categories		
GRI 417: Marketing and labeling (2016)			
GRI 3-3	Management of material topics	- Information and documentation - Responsible advertising	84
GRI 417-1	Requirements for product and service information and labeling		
GRI 418: Customer privacy (2016)			
GRI 3-3	Management of material topics	- Compliance management system - Cybersecurity, information security, and data protection	82–84
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		83–84; 91–93

* The references indicate the pages on which the respective GRI content is mentioned within this report. References marked "AR" refer to our annual report 2024.

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 January 1 to December 31, 2024 (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 (hereinafter "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.

* The assurance engagement performed by EY relates exclusively to the German version of the "Ambitions Sustainability report 2024" of Robert Bosch Gesellschaft mit beschränkter Haftung. The following text is a translation of the original German independent assurance report.

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 overriding 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 disclosures 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 January 1 to December 31, 2024 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 a purpose other than the one mentioned. Accordingly, the report is not intended to be used by third parties to make (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 January 1, 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 section 9 and to the exclusion of liability toward third parties. We accept no responsibility, liability or other obligations toward 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, March 12, 2025

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 2024 financial year (January 1, 2024, to December 31, 2024).

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 2024 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. Besides Robert Bosch GmbH, the consolidated group comprises a further 490 (prior year: 468) 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 annual report 2024, page 100 et seq.). Unless otherwise stated, key environmental and occupational health and safety indicators cover 454 (prior year: 451) 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 was requested electronically and the data was mainly compiled using software specific to each division. 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. Such changes are marked accordingly in the text. Discrepancies in the totals are possible due to rounding differences.

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 2024 are available online. Further information can be found at sustainability.bosch.com and in the annual report 2024. Reporting will continue in spring 2026.

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