

Bosch in North America



BOSCH

Invented for life



The Bosch Vision

Creating value – sharing values

As a leading technology and services company, we take advantage of our global opportunities for a strong and meaningful development. Our ambition is to enhance the quality of life with solutions that are both innovative and beneficial. We focus on our core competencies in automotive and industrial technologies as well as in products and services for professional and private use.

We strive for sustained economic success and a leading market position in all that we do. Entrepreneurial freedom and financial independence allow our actions to be guided by a long-term perspective. In the spirit of our founder, we particularly demonstrate social and environmental responsibility – wherever we do business.

Our customers choose us for our innovative strength and efficiency, for our reliability and quality of work. Our organizational structures, processes, and leadership tools are clear and effective, and support the requirements of our various businesses. We act according to common principles. We are strongly determined to jointly achieve the goals we have agreed upon.

As associates worldwide, we feel a special bond in the values that we live by – day for day. The diversity of our cultures is a source of additional strength. We experience our task as challenging, we are dedicated to our work, and we are proud to be part of Bosch.



The core of the Automotive Technology business sector is found in Farmington Hills, Michigan, where engineers develop products to make today's vehicles even safer, cleaner, and more economical.

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Peter Marks, chairman,
president and CEO, Robert
Bosch LLC

On behalf of our associates in the United States, Canada and Mexico, thank you for taking the time to learn about Bosch in North America.

We are committed to making our customers' lives safer, efficient and comfortable through the innovations and services we provide in the areas of Automotive Technology, Industrial Technology and Consumer Goods and Building Technology, as well as other new businesses such as Healthcare. This brochure provides a glimpse not only of our vast portfolio, but also of the dedication we all share

for the company, our customers and our community.

As we anticipated, 2009 was one of the most difficult years in Bosch history, but we have worked together to overcome those challenges. We believe our regional footprint, strong industry presence, dedication to innovation and long-term strategic orientation position us well for the future.

I hope you enjoy this brief overview of our unique company, products and practices.

Peter Marks

The Bosch Group at a Glance

The Bosch Group is a leading global supplier of technology and services. In 2009, some 275,000 associates generated sales of roughly \$53 billion in the areas of automotive and industrial technology, consumer goods and building technology.

The Bosch Group comprises Robert Bosch GmbH and its more than 300 subsidiaries and regional companies in over 60 countries. This worldwide development, manufacturing and sales network is the foundation for further growth. Each year, Bosch spends more than \$5 billion for research and development, and applies for some 3,800 patents worldwide. With all its products and services, Bosch enhances the quality of life by providing solutions which are both innovative and beneficial.

The company was set up in Stuttgart, Germany in 1886 by Robert Bosch (1861-1942) as “Workshop for Precision Mechanics and Electrical Engineering.” The special ownership structure of Robert Bosch GmbH guarantees the entrepreneurial freedom of the Bosch Group, making it possible for the company to plan over the long term and to undertake significant up-front investments in the safeguarding of its future.

► www.bosch.com

Bosch in North America

In North America, Bosch develops, manufactures and markets automotive original equipment and aftermarket products, industrial drives and control technology, power tools, security and packaging technology, thermotechnology, household appliances, solar energy and healthcare products. Bosch employs over 20,000 associates in more than 70 locations throughout the U.S., Canada and Mexico, with sales of \$7.3 billion in 2009.

The newest members of Bosch in North America include:

Akustica, Inc., which develops, manufactures and sells a complete portfolio of digital and analog micro electromechanical microphones.

Cobasys LLC, an acquisition of SB LiMotive, Bosch's 50/50 joint venture with Samsung SDI, that develops, manufactures and markets nickel metal hydride batteries for use in hybrid vehicles.

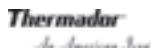
Aleo Solar AG, a solar module manufacturer, in which Bosch is the majority shareholder.

Bosch in North America Key Data	2009*
Sales	\$ 7.3 billion
Automotive Technology	\$ 4.5 billion
Industrial Technology	\$ 0.9 billion
Consumer Goods and Building Technology	\$ 1.9 billion
Associates	20,350
Automotive Technology	12,200
Industrial Technology	2,900
Consumer Goods and Building Technology	5,100
Other	150

* Approximate

The Bosch Brands

Bosch provides products and services under multiple brands in North America, including:



Automotive Technology

Automotive Technology is Bosch's largest business sector in North America, with sales of approximately \$4.5 billion in 2009. As one of the leading automotive suppliers in North America, Bosch employs over 12,000 associates in nearly 30 primary locations.

Key Figures 2009	Key Product Areas	Key Locations
▶ \$4.5 billion in sales	▶ Gasoline Systems	▶ Broadview, Illinois
▶ 12,200 associates	▶ Diesel Systems	▶ Farmington Hills, Michigan
▶ 30 primary locations	▶ Chassis Systems Brakes	▶ Plymouth, Michigan
	▶ Chassis Systems Control	▶ South Bend, Indiana
	▶ Electrical Drives	
	▶ Starter Motors and Generators	
	▶ Car Multimedia	
	▶ Automotive Electronics	
	▶ Automotive Aftermarket	
	▶ Bosch Engineering Services	
	▶ Steering Systems	



In 2009, Bosch capital expenditure came to more than \$130 million, including an expansion of its advanced vehicle test track in Flat Rock, Michigan.

Innovations from Bosch have had a decisive influence on automotive history. As the world's largest automotive supplier, we significantly contribute toward making driving even safer, cleaner, and more economical. We are dedicated to helping automakers meet new emissions and fuel economy standards by offering a range of alternative powertrain solutions, in addition to numerous advanced technologies that contribute to passenger safety in smaller, more fuel-efficient vehicles.

In 2009, we continued to work intensely on the development of next-generation vehicles. Our goal is to make personal mobility as eco-friendly and resource-conserving as possible. We believe that while the automobiles of the future will be powered by electricity, the conventional internal combustion engine will remain the dominant powertrain technology for the next 20 years. We therefore continue to develop technology for gasoline and diesel engines, while pressing ahead with our work on electric and hybrid vehicles.

Awareness of global environmental issues and climate change has heightened the demand on the automotive industry to continue advancing clean powertrain and safety technologies. In the U.S., automakers are tasked to reduce CO₂ emissions and increase the corporate average fuel economy (CAFE) that results in a 35.5 mpg fleet average by 2016. Bosch works to help automakers achieve new emissions and fuel economy standards while continuing to focus on safety. These technologies, in turn, help consumers protect the environment and save fuel.

For example, Ford's EcoBoost™ engine powered by Bosch gasoline direct injection (GDI) technologies, debuted on the 2010 Lincoln MKT luxury crossover vehicle, amongst others. EcoBoost™ is a gasoline engine that combines aspects of Bosch's second generation GDI system, known as DI-Motronic, with turbocharging. Through precise control of fuel injection and timing,

our system is able to increase power and efficiency without sacrificing fuel economy. The EcoBoost™ engine was recognized as one of the "Wards 10 Best Engines" in 2010.

In addition, we helped Ford develop its first in-house designed diesel engine in 2009. Ford's commercial vehicle portfolio now features a completely new 6.7 liter Power Stroke V8 turbo diesel engine, which is heralded as the medium-duty benchmark for all diesel engines.

In 2009, we sold our North American foundation brakes business to Akebono as part of an overall restructuring of the Chassis Systems Brakes division, which was intended to refocus efforts on products which offer technology differentiation to customers.

In April 2010, we received a Premier Automotive Suppliers Contributions to Excellence (PACE) Award for our innovative collaboration with Bombardier Recreational Products in developing



Bosch and Nissan collaborated to develop an integrated, high-value navigation and multimedia system for the 2010 Nissan Sentra and Versa. The system bundles a diverse range of audio, navigation and communication functions in a compact unit integrated into the dashboard.

the Vehicle Stability System (VSS) for the three-wheeled Can-AM Spyder. In addition, we were named a finalist for our Long Range Radar Generation 3 and VSS in the category Product-Europe.

Moreover, we partnered with Nissan to develop a low-cost navigation system, currently available on the 2010 Nissan Sentra and 2010 Nissan Versa. In addition to determining the fastest or shortest route, the system also offers an “eco-route” option, which calculates the most effective path to conserve fuel, helping reduce CO₂ emissions.

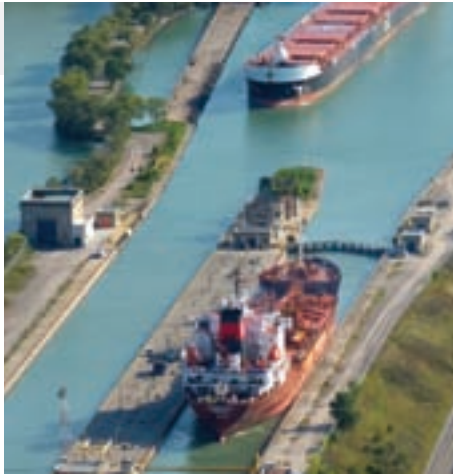
In the aftermarket arena, Bosch supplies automotive replacement parts, state of the art testing and diagnostic technology, vehicle-specific data and technical expertise. In 2009 Bosch Spark Plugs took Top Brand honors in the Popular Mechanics Readers Choice Awards.

Our continued focus on innovation, long-term investment, product and service quality in the automotive industry enabled us to be recognized for the first time as Fortune Magazine’s Most Admired Automotive Supplier in 2010.

Industrial Technology

Bosch's North American Industrial Technology business sector reported sales of approximately \$900 million in 2009. With roughly 2,900 associates in approximately 20 primary locations, Bosch makes a strong impact in this sector with its drive and control, packaging and solar energy portfolio.

Key Figures 2009	Key Product Areas	Key Locations
▶ \$0.9 billion in sales	▶ Automation Technology	▶ Hoffman Estates, Illinois
▶ 2,900 associates	▶ Packaging Technology	▶ Minneapolis, Minnesota
▶ 20 primary locations	▶ Solar Energy	▶ New Richmond, Wisconsin
		▶ Raleigh, North Carolina



In 2009, Bosch concluded a seven year project to modernize the locks of the St. Lawrence Seaway's Welland Canal with a complete engineered hydraulics and control solution.

Drive and Control Technology

As a technology leader and systems supplier, Bosch Rexroth delivers highly-efficient drive and control applications - from hydraulics and electrics to mechanics and pneumatics - for a wide range of industries.

Aluminum profiles that we manufactured are used to support the world's largest astronomical binocular telescope on Mount Graham in Arizona. Our engineers designed a complex structure to direct light from the stars to a

high-resolution spectrograph.

Their task was to design the aluminum profile structure so the fiber optic cable can be moved horizontally and vertically together with the two mirrors, without obscuring the light hitting the telescope.

We also successfully completed a seven year project to modernize the locks on the St. Lawrence Seaway's Welland Canal. Today, the locks are not only running smoothly, but also with less downtime, potentially providing a longer shipping season.

The U.S. government awarded our company \$2.8 million for further development of hydraulic hybrid technology in commercial vehicle applications, especially for package delivery vehicles, such as U.S. Postal Service (USPS) trucks. The hydraulic hybrid systems significantly improve overall drivetrain efficiency, reducing fuel consumption and vehicle emissions, especially in vehicles that undergo frequent braking and acceleration.

Packaging Technology

As the world's leading supplier of complete solutions in packaging and processing technology, Bosch develops, produces and sells modules and systems for customers in the pharmaceutical, food and confectionery industries. From manufacturing and selling small, hand-held bag sealing machinery to developing multi-million dollar packaging lines, Bosch provides

high quality and leading technology in a one-stop-shop manner to national brands like Kraft Foods, Nestlé and Pfizer.

In Fairfield, California, the Jelly Belly® candy factory installed an entire Bosch packaging line. The line runs 24 hours a day, occupies less space than the company's previous equipment and delivers consistent product quality.

The Tasty Baking Company, located in Philadelphia, Pennsylvania, maker of Tastykake® snack cakes, is operating several lines that mark Bosch's largest order to date. As part of Tasty Baking Co.'s newly constructed, state-of-the-art bakery and headquarters, Bosch's packaging lines include all components, allowing the company to work seamlessly with one vendor during its relocation.



Bosch embraced the need for clinical trials and pilot production of liquid pharmaceuticals in 2009 with the debut of the MHI 2020 vial filling and closing machine.

Solar Energy

In Solar Energy, we develop, manufacture and market mono- and polycrystalline silicon solar cells characterized by high, stable output with narrow output tolerance. With high efficiency over long periods and good weak-light performance, our solar cells make high energy yields possible even when the intensity of solar radiation is low.

Bosch also produces thin-film solar modules. We actively reinforce our technological position with comprehensive research activities, positioning us as a leading provider of silicon-based photovoltaic products with a constant focus on product quality.

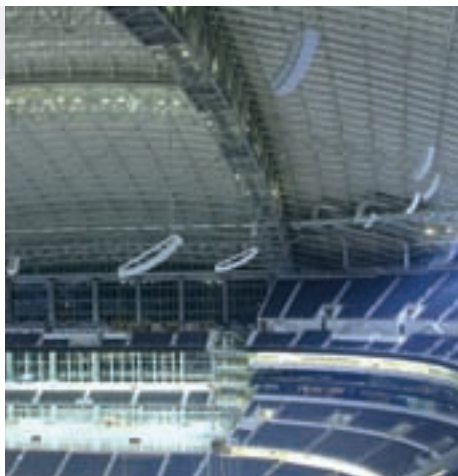
- ▶ www.boschrexroth-us.com
- ▶ www.boschpackaging.com
- ▶ www.boschsolar.com

Consumer Goods and Building Technology

Bosch enhances the quality of life by offering innovative and beneficial products for residential and commercial use.

With 2009 sales of roughly \$1.9 billion, our Consumer Goods and Building Technology business sector employs roughly 5,100 associates at approximately 20 primary locations and supplies products that include power tools, security systems, heating systems and home appliances.

Key Figures 2009	Key Product Areas	Key Locations
▶ \$1.9 billion in sales	▶ Power Tools	▶ Fairport, New York
▶ 5,100 associates	▶ Security Systems	▶ Fort Lauderdale, Florida
▶ 20 primary locations	▶ Communication Systems	▶ Huntington Beach, California
	▶ Thermotechnology	▶ Londonderry, New Hampshire
	▶ Household Appliances	▶ Mount Prospect, Illinois



More than 750 products from Bosch's Electro-Voice brand were installed in Cowboys Stadium in Dallas, Texas.

Power Tools

Bosch is one of the world's leading manufacturers of power tools with a broad product range for building trade, industry and DIY enthusiasts. Innovative strength and speed remain the main reasons for our success, as well as our reputation as the pioneer of power tools featuring lithium-ion technology. The company designs, manufactures and sells portable electric power tools, benchtop tools, accessories, measuring tools and electric garden tools

under industry-leading brands, including Bosch, Skil, Dremel, RotoZip, Vermont American, Gilmour, Nelson and CST/berger.

The new Dremel Multi-Max tool was a best-seller in 2009, selling more units than any other power tool in the U.S. The Multi-Max works with an oscillating head instead of a rotating tip; in other words, the head moves rapidly back and forth. Working in this way, the Multi-Max can be used for a variety of applications such as scrapping or sawing.

Bosch Fastening Systems debuted in 2009 with a new line of pneumatic nail guns and compressors. This line uses Full Force Technology, a patented air chamber design that enables nailers to be 20 percent smaller and 10 percent more powerful than comparable tools. In addition, the Skil Isio garden shear, powered by lithium ion technology, was awarded a 2009 ENERGY STAR® certification, making it one of the most energy-efficient, battery-operated gardening tools on the market.

Security Systems

Bosch offers a broad portfolio of security, safety and communications systems. Amongst others, the products for video surveillance, access control, and intrusion and fire detection are used by schools and universities, government agencies, airports, retail stores, casinos and in many other

commercial environments throughout North America.

In 2009 we installed an Electro-Voice sound system in Cowboys Stadium, Dallas, Texas, that includes over 750 products.

In addition, our security technology helped keep watch on the 1.3 million year old Mt. Erebus in 2009. Designed for harsh weather applications, Bosch's EX14 Extreme Environment Camera is positioned at the crater of the Antarctic volcano, exposed to average winter temperatures of -58° F while it monitors activity

Thermotechnology

Bosch is a supplier of resource-efficient heating products and hot water solutions. Under its three brands - Bosch, Buderus and FHP - the company offers a broad range of products for both residential and commercial applications. Amongst others, the product lines include domestic

hot water heaters and tanks, water boilers, solar thermal systems and heat pumps.

In 2009, we supplied technology to the Eco Plus Home, located in Bathurst, New Brunswick, Canada, a fully-fitted home that provides eco-friendly living for a family of six. The project demonstrates how consumers can have a normal lifestyle without dependence on fossil fuels and exposure to rising energy prices. Among the home's many technologies, we provided the electric heat pump, a solar thermal system, a photovoltaic system and energy-efficient appliances.

Home Appliances

Through its multiple brands such as Bosch, Gaggenau and Thermador, Bosch Home Appliances provides state-of-the-art washers, dryers, dishwashers, ranges, ovens and cooktops, as well as small appliances.

The 2009 unveiling of Bosch's new front-loading washer, Vision, brought to market the most energy-efficient washer of its class, which also was designed and built in the U.S. Vision washers consume an average of 13 gallons per cycle, but wash with the power of 400 gallons.

We received the 2009 ENERGY STAR® Partner of the Year for Appliances from the U.S. Department of Energy and the U.S. Environmental Protection Agency. Bosch is the only U.S. manufacturer with entire product lines of ENERGY STAR® qualified dishwashers, washers and refrigeration.

- ▶ www.boschtools.com
- ▶ www.boschhotwater.com
- ▶ www.boschsecurity.us
- ▶ www.bosch-home.com/us

Bosch Healthcare

Bosch is active in many new areas of business which offer exciting prospects for the future, including software development and microelectronics. One area in which Bosch is already making progress, especially in North America, is healthcare technology.

In healthcare, Bosch offers telehealth system solutions for hospitals, medical centers, physicians and insurance companies. These systems allow the physical condition of patients suffering from cardiac, pulmonary, or other chronic conditions to be monitored regularly without patients having to leave their homes.

Our healthcare business is based on the products of two telehealth pioneers -Health Hero Network and ViTel Net. Following its acquisition of these companies, Bosch is further developing telehealth technology.

In the U.S., some 30,000 patients are already being monitored by Bosch systems. The programs can

be used to monitor individual conditions and combined to monitor patients presenting several different symptoms.

The Health Buddy® System, a remote patient monitoring system and one of the major focal points of Bosch Healthcare, was rewarded for its performance and achievements by receiving the 2009 Frost and Sullivan Market Strategy Leadership Award.

Health Buddy® has been designed as an open system that can be used with many of the devices, applications and resources currently used by healthcare providers. One such provider is the Veterans Administration of Central California Health Care System, who recently announced that it will utilize the Health Buddy System for its patient network.

► www.bosch-telehealth.com

Research and Development



Using telehealth technology such as the Health Buddy System, patient health conditions can be monitored remotely, without constant visits to the doctor or hospital.

Research and Development

Bosch preserves its competitiveness through the development of innovative, value-added products that enhance customers' quality of life. Innovations are a key element in our strategy, and that is why we invested over \$5 billion globally in research and development in 2009. Some 33,000 associates work in this area, more than 1,800 of them in North America.

Our Research and Technology Center in North America celebrated its 10th anniversary in 2009. The center has actively pursued its mission of close collaboration

with other North American researchers from the academic and industrial sectors, with a common goal of developing a wide spectrum of Bosch technologies.

At its locations in Palo Alto, California, Pittsburgh, Pennsylvania and Cambridge, Massachusetts, our researchers pursue a variety of research areas including software engineering, human machine interface, autonomous systems, energy conversion and storage systems, integrated circuit design and wireless technologies.

► <http://researchinfo.bosch.com>

Social Responsibility

Bosch employs more than 20,000 associates in Canada, Mexico and the United States. We stand by our regional and cultural roots and regard diversity as an asset and precondition for success. Openness and inclusiveness create a working environment in which creativity, innovative power and entrepreneurial spirit can flourish in each of our associates.

Associates

We believe learning is at the core of personal, professional and company growth. Bosch provides the opportunities and tools for all associates to take responsibility for their own development and career path. Programs such as Standardized Associate Readiness Training, the Leadership Development Program, the Executive Development Program and the Carnegie Bosch Institute provide associates opportunities for

skilled training to advance their individual careers, and provide the company with a dedicated workforce focused on developing high-quality products.

The desire to foster young talent has long been at the core of Bosch's heritage. Our trainee programs allow associates to participate in structured training and career development.

These programs include the Professional Development Trainee Program and the Junior Managers Program.



We have a dedicated workforce focused on developing high-quality products and proud to be a part of Bosch.

Following the global associate surveys of 2005 and 2007, we conducted our third in 2009. After an excellent response rate of 90 percent, the results gathered from Associate Survey 2009 uncovered hidden opportunities and challenges, helping Bosch identify focus areas for associate and workplace satisfaction improvements, as well as showing that Bosch associates are committed to delivering high-quality work and maintaining customer service.

Our Guide

With some 275,000 associates worldwide, an international company like Bosch can draw great strength from shared values and guidelines, particularly in tough times.

To provide associates with a frame of reference, we have collected the principles and guidelines which we observe in our interaction with our partners and each other, and published them in a brochure known as the House of Orientation.

The House of Orientation comprises our Bosch vision as our shared image of the future, our BeQIK mission as a standard for our everyday actions, and our core competencies for the ongoing successful development of our company.

The Bosch values are a further central element of the House of Orientation. In addition to a clear future and results-orientated focus, we also commit to responsibility, initiative and determination, openness and trust, fairness and cultural diversity, as well as to reliability, credibility and legality.

Society

At Bosch, we value our community and share a responsibility to act as a good corporate citizen. Bosch supports civic organizations and encourages associate involvement in worthwhile causes across our local communities.

We are involved in SAE's A World in Motion program, designed to give students an understanding of technology through educational games and experiments. Also, for more than ten years, Bosch has been an integral partner to FIRST Robotics, a program designed to inspire high school students to pursue careers in science and technology. Bosch associate-mentors provide students real-world experience in developing a robot, providing technical assistance, fielding questions and filling part requests.

Following the devastating earthquake in Haiti, Bosch has committed to donating roughly \$140,000 to aid the Caribbean nation. We will partner with a non-profit organization to rebuild a Haitian primary school, and supply the school with solar energy technology. Additionally, our work with the Lambi Fund of Haiti will enable reforestation of some of the destroyed plant life on the island.



Bosch will rebuild a primary school for Haitian children, and supply the school with solar energy technology.

Environment

Many of our “green” technologies for vehicles, buildings and industry contribute directly to protecting the environment and conserving resources by reducing the demand for energy, using renewable energies, avoiding energy waste, allowing the use of alternative fuels and reducing emissions. Eco-friendly, resource-saving products generate one-third of our global sales. This segment also accounts for some 45 percent of our R&D expenditure.

Within the company, we help to protect the environment and focus on improving the environmental footprint of all our locations.

By 2020, we plan to cut CO₂ emissions from our manufacturing sites by at least 20 percent.

A highlight for Bosch in 2009 was the foundation of the U.S. Coalition for Advanced Diesel Cars, a partnership by Bosch, BorgWarner, Dow Automotive Systems and others to promote the energy efficiency and environmental benefits of clean diesel passenger vehicles in the U.S. The Coalition works with federal, state and local legislators and regulators to support technology-neutral public policies which help reduce CO₂ emissions, foster energy independence and create jobs.

► <http://csr.bosch.com>

Milestones

Bosch has had a presence in North America for over one hundred years. Since 1906, our North American customers have warmly responded to Bosch innovation and quality. We are dedicated to providing cutting-edge technology while remaining solidly grounded in the culture created by our founder. We look forward to continuing our ambition to enhance the quality of life for our customers with solutions that are both innovative and beneficial - solutions that are “Invented for life.”

1906 - Robert Bosch New York, Inc. (later named Bosch Magneto Company), founded.

1910 - Bosch establishes sales offices in Chicago, Ill. (1908), San Francisco, Calif. (1909) and Detroit, Mich. (1910).

1911 - Bosch Canada opens first sales office in Toronto.

1912 - Bosch completes construction of first North American purpose-built manufacturing facility in Springfield, Mass., to produce magnetos.

1914 - Bosch Magneto Company acquires Rushmore Dynamo

Works in Plainfield, N.J., boosting production capacity.

1917-1918 - U.S. Government expropriates assets of Bosch Magneto Company; Company renamed American Bosch Magneto Corporation (Bosch trademark rights re-established in 1983).

1922 - Bosch Mexico opens its first sales office in Mexico City.

1930 - Robert Bosch Magneto Company Inc. and American Bosch Magneto Corporation merge to form the United American Bosch Corporation (later renamed American Bosch Corporation).

1941-1942 - United States

Government expropriates American Bosch Corporation and its assets.

1967 - Robert Bosch Corporation moves headquarters to Broadview, Ill.

1973-1974 - Robert Bosch Corporation builds manufacturing facility in Charleston, S.C.

1983 - Bosch Automotive Research and Development Center opens in Farmington Hills, Mich.

1991 - Bosch-Siemens Hausgeraete GmbH establishes its U.S presence by building a state-of-the-art plant in New Bern, N.C.

1996 - Bosch establishes Automation Technology business unit (Bosch Rexroth).

1999 - Bosch establishes Research and Technology Center North America, with offices in Palo Alto, Calif. and Pittsburgh, Pa.

2001 - Bosch Automation Technology and Rexroth join forces to form Bosch Rexroth Corporation.

2003 - Bosch acquires RotoZip.

2006 - Bosch celebrates 100 years in the United States.

2006 - Bosch acquires Telex Communications, Inc.

2006 - Bosch Rexroth acquires Intelligent Hydraulic Drive technology and research division from Dana Corporation.

2007 - Bosch acquires FHP Manufacturing Company and Health Hero Network.

2008 - Bosch acquires Hågglunds Drives, ersol Solar Energy, Extreme CCTV, CST berger and the brake friction business from Morse Automotive.

2008 - Bosch's Anderson, S.C. plant produces 200 millionth oxygen sensor.

2009 - Bosch sells its North American foundation brake business to Akebono.

2009 - Bosch acquires Visual Telecommunication Network Inc., and Akustica, Inc.

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