# Ten-year summary of the Bosch Group

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| FIGURES IN MILLIONS OF EUROS | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012[1] | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Sales** | **43,684** | **46,320** | **45,127** | **38,174** | **47,259** | **51,494** | **44,703** | **46,068** | **48,951** | **70,607** |
| of which generated outside Germany (as a percentage) | 74 | 75 | 74 | 76 | 77 | 77 | 77 | 77 | 78 | 80 |
| Research and development cost | 3,348 | 3,583 | 3,889 | 3,603 | 3,810 | 4,190 | 4,442 | 4,543 | 4,959 | 6,378 |
| as a percentage of sales revenue | 7.7 | 7.7 | 8.6 | 9.4 | 8.1 | 8.1 | 9.9 | 9.9 | 10.1 | 9.0 |
| Capital expenditure | 2,670 | 2,634 | 3,276 | 1,892 | 2,379 | 3,226 | 2,714 | 2,539 | 2,585 | 4,058 |
| of which in Germany | 968 | 1,138 | 1,610 | 928 | 1,023 | 1,161 | 988 | 913 | 1,098 | 1,394 |
| of which outside Germany | 1,702 | 1,496 | 1,666 | 964 | 1,356 | 2,065 | 1,726 | 1,626 | 1,487 | 2,664 |
| as a percentage of sales revenue | 6.1 | 5.7 | 7.3 | 5.0 | 5.0 | 6.3 | 6.1 | 5.5 | 5.3 | 5.7 |
| as a percentage of depreciation | 116 | 108 | 136 | 80 | 100 | 142 | 101 | 126 | 138 | 146 |
| Depreciation of property, plant, and equipment | 2,309 | 2,428 | 2,410 | 2,374 | 2,373 | 2,265 | 2,689 | 2,008 | 1,868 | 2,788 |
| Annual average number of associates (thousands) | 258 | 268 | 283 | 275 | 276 | 295 | 273 | 280 | 286 | 369 |
| of which in Germany | 110 | 111 | 114 | 113 | 112 | 117 | 109 | 108 | 105 | 131 |
| of which outside Germany | 148 | 157 | 169 | 162 | 164 | 178 | 164 | 172 | 181 | 238 |
| as of 12/31 of the year | 261 | 271 | 282 | 271 | 284 | 303 | 273 | 281 | 290 | 375 |
| Personnel expenses | 12,534 | 12,896 | 12,994 | 12,787 | 14,132 | 14,719 | 14,198 | 14,907 | 15,325 | 20,369 |
| **Total assets** | **46,940** | **48,568** | **46,761** | **47,509** | **52,683** | **54,616** | **52,611** | **55,725** | **61,924** | **77,266** |
| Equity | 22,482 | 24,825 | 23,009 | 23,069 | 26,243 | 26,917 | 26,900 | 27,686 | 29,541 | 34,424 |
| as a percentage of total assets | 48 | 51 | 49 | 49 | 50 | 49 | 51 | 50 | 48 | 45 |
| Cash flow | 4,521 | 5,052 | 4,032 | 1,910 | 5,460 | 4,959 | 4,053 | 3,956 | 4,866 | 6,835 |
| as a percentage of sales revenue | 10.3 | 10.9 | 8.9 | 5.0 | 11.6 | 9.6 | 9.1 | 8.6 | 9.9 | 9.7 |
| Profit after tax | 2,170 | 2,850 | 372 | −1,214 | 2,489 | 1,820 | 2,304 | 1,251 | 2,637 | 3,537 |
| Unappropriated earnings | 69 | 72 | 75 | 67 | 82 | 88 | 88 | 88 | 102 | 142 |

[1] Adjusted for changes in accounting policies
[2] Including development work charged directly to customers