



BOSCH

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May 26, 2026

Corporate Relationship Department
BSE Limited
1st Floor, New Trading Ring
Rotunda Building
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai – 400 001
Scrip code:500530

The Manager
Listing Department
National Stock Exchange of India Ltd.
Exchange Plaza, C-1, Block G
Bandra-Kurla Complex
Bandra (E)
Mumbai – 400 051
Scrip code: BOSCHLTD

Dear Sir/Madam,

Sub: Intimation under Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015- Investor Presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation of our earlier letter dated May 21, 2026, intimating about the schedule of Investor Concall '360 ONE Capital (B&K) 16th Annual Investor Conference-Trinity India 2026' scheduled on May 27, 2026, we enclose herewith the Investor Presentation to be made at the Investor Concall.

This is for your information and records.

Yours faithfully,
for Bosch Limited,

V. Srinivasan
Company Secretary & Compliance Officer

Bosch Limited | Annual Investors Meet 2026

At the outset, we would like to reinforce our Safe Harbor statement. In today's interactions and presentation, there may be some predictive statements that reflect our current views about Bosch Limited's future performance, but these are subject to risks and uncertainties

- Safe Harbor Statement





BOSCH LIMITED

Annual Investors Meet 2026

May 27, 2026 | Mumbai

Bosch Limited | Annual Investors Meet 2026



Guruprasad Mudlapur

Managing Director and
Chief Technology Officer,
Bosch Limited and
President, Bosch Group India

Who we are

Bosch Group facts & figures



413,000

Associates



1 in 5

Bosch Associates worldwide in research and development



4.1 bn €

Capital Expenditure



500

Subsidiaries and regional companies



7.9 bn €

Expenditure on research and development



91 bn €

Sales revenue

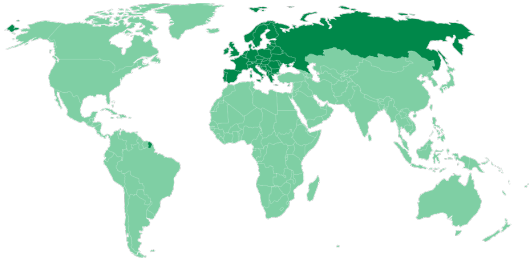


Source: Bosch annual report 2025

Bosch Global Business Update | Review of 2025

Sales revenue by region

EUROPE



€ **44.2** bn

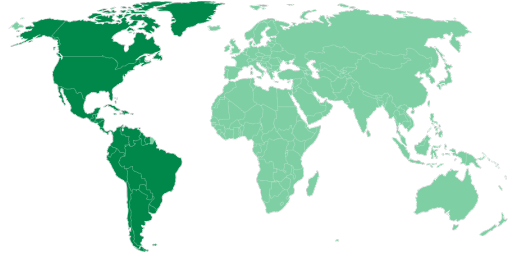
SHARE OF SALES

49%

ASSOCIATES (APPROX.)

235,400

AMERICAS



€ **18.5** bn

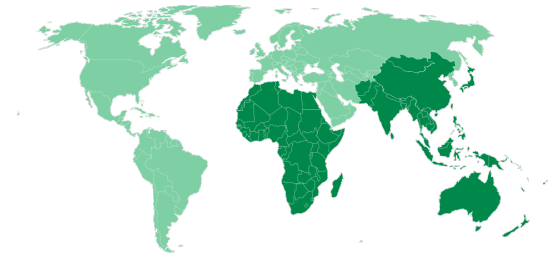
SHARE OF SALES

20%

ASSOCIATES (APPROX.)

53,600

ASIA-PACIFIC incl. other regions



€ **28.3** bn

SHARE OF SALES

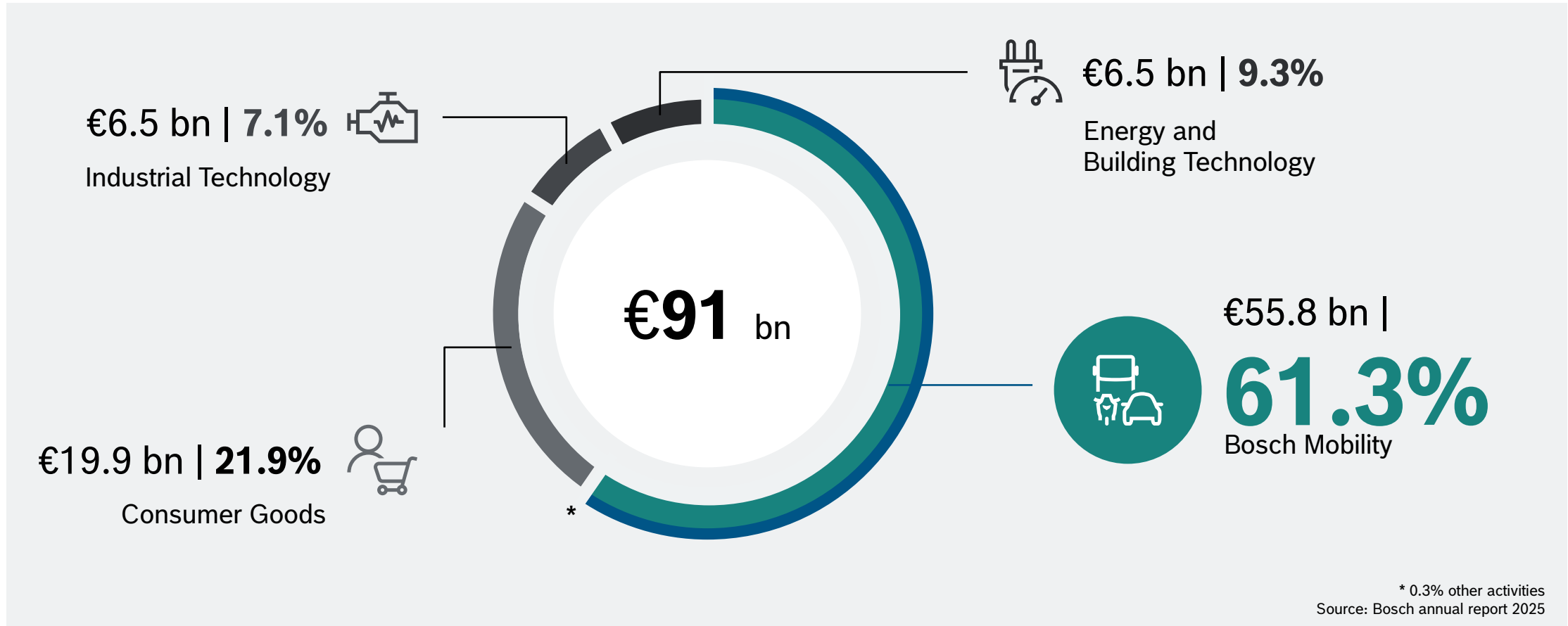
31%

ASSOCIATES (APPROX.)

123,800

Bosch Global Business Update | Review of 2025

Sales revenue by business sector

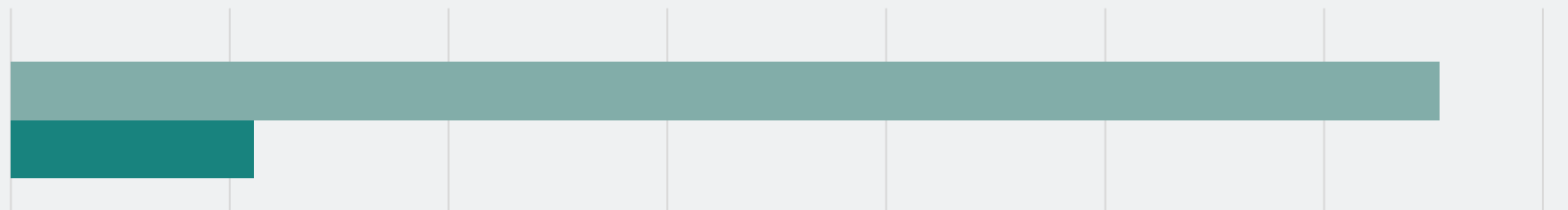


Bosch Global Update | Climate Action

Reduction in CO₂ from 2018 to 2025

Scope 1 & 2*


-83%



Since 2018, we have succeeded in reducing emissions from our own operations (scopes 1 & 2) by 83 percent to 554,900 metric tons of CO₂ in 2025.

Scope 3*

-34%



Over the same period, we have reduced our scope 3 emissions by approximately 34 percent to 311 million metric tons of CO₂.

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Global macroeconomic overview

Geopolitical conflicts and Supply chain realignment



US Fiscal & Monetary Policy



Volatility in Currencies and Commodity



Artificial Intelligence



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Global structural changes across all business sectors

Mobility



- Stagnating vehicle production
- Shift to software-defined vehicles
- Uncertainty surrounding powertrain shift



Consumer Goods



- Polarization of consumer spending
- Vertically-integrated e-commerce models



Industrial Technology



- Hydraulics and factory automation show mixed conditions
- Highly competitive with focus on AI-driven automation, robotics, and supply chain resilience



Energy and Building Technology



- Weak construction sector
- Tightening energy-efficiency regulations
- Competition from disruptive technologies



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Bosch India Overview



₹373 billion

Net Revenue,
FY 2024-25*

38,000+
Associates

1953

1st Manufacturing
Operation in Bangalore

18

Manufacturing
Facilities

19

Group Companies
(including 2 listed companies)

Bosch Limited
₹200.35 billion

Net Revenue,
FY 2025-26



Mobility Solutions



Energy & Building Technology



Industrial Technology



Consumer Goods



Headquarters



Research and
Development



Office



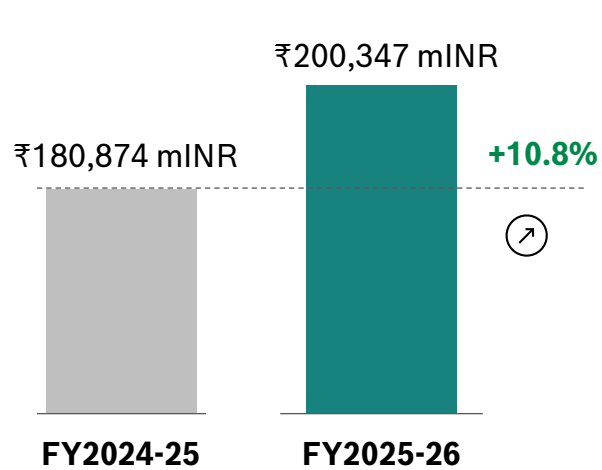
Manufacturing



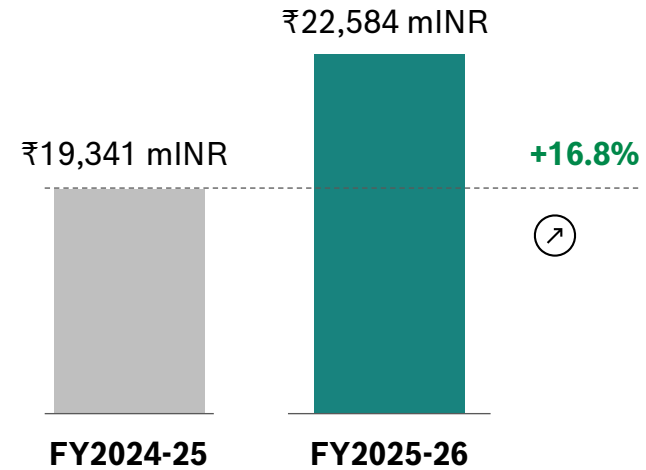
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Review of FY2025-26 | Consistent Growth



Revenue from Operations



Operating Profit (EBIT)



Research and Development cost
₹6,010 mINR



Capital Expenditure
₹4,101 mINR

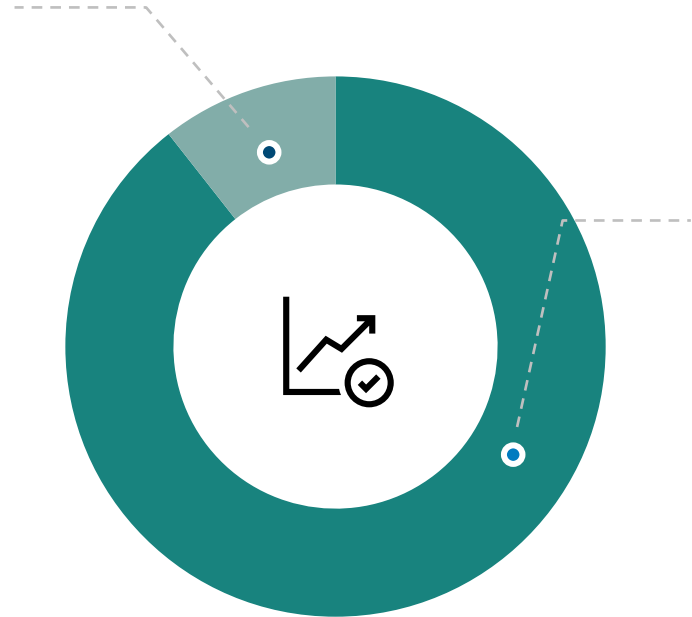
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Review of FY2025-26 | Sales Growth by Business Sector



18.4 bnINR

Consumer Goods
+6.4% ↗



170.7 bnINR

Mobility
+16.9% ↗

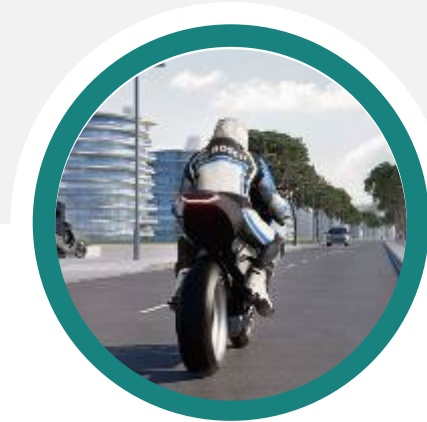
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Review of FY2025-26 | Mobility Business Sales Performance



Power Solutions

↗ 17.6%



2-Wheeler

↗ 69.1%



Mobility Aftermarket

↗ 3.7%

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Review of FY2025-26 | Q4 Results

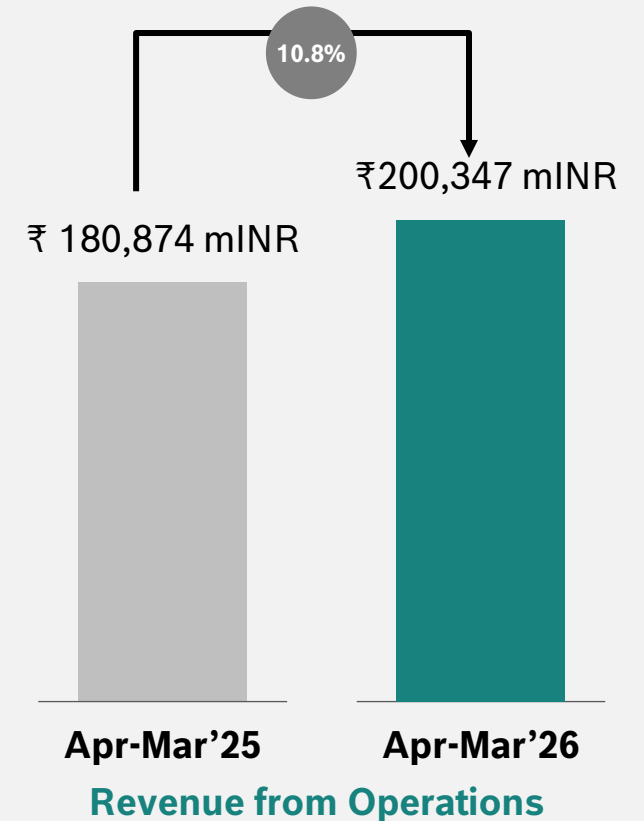
Q4'2025-26 Results

- EBITDA: ₹7,816 mINR (14.0% on Revenue)
- Profit Before Tax (PBT): ₹8,084 mINR (14.5% on Revenue)
- Profit After Tax (PAT): ₹5,685 mINR (10.2% on Revenue)

FY 2025-26 Results

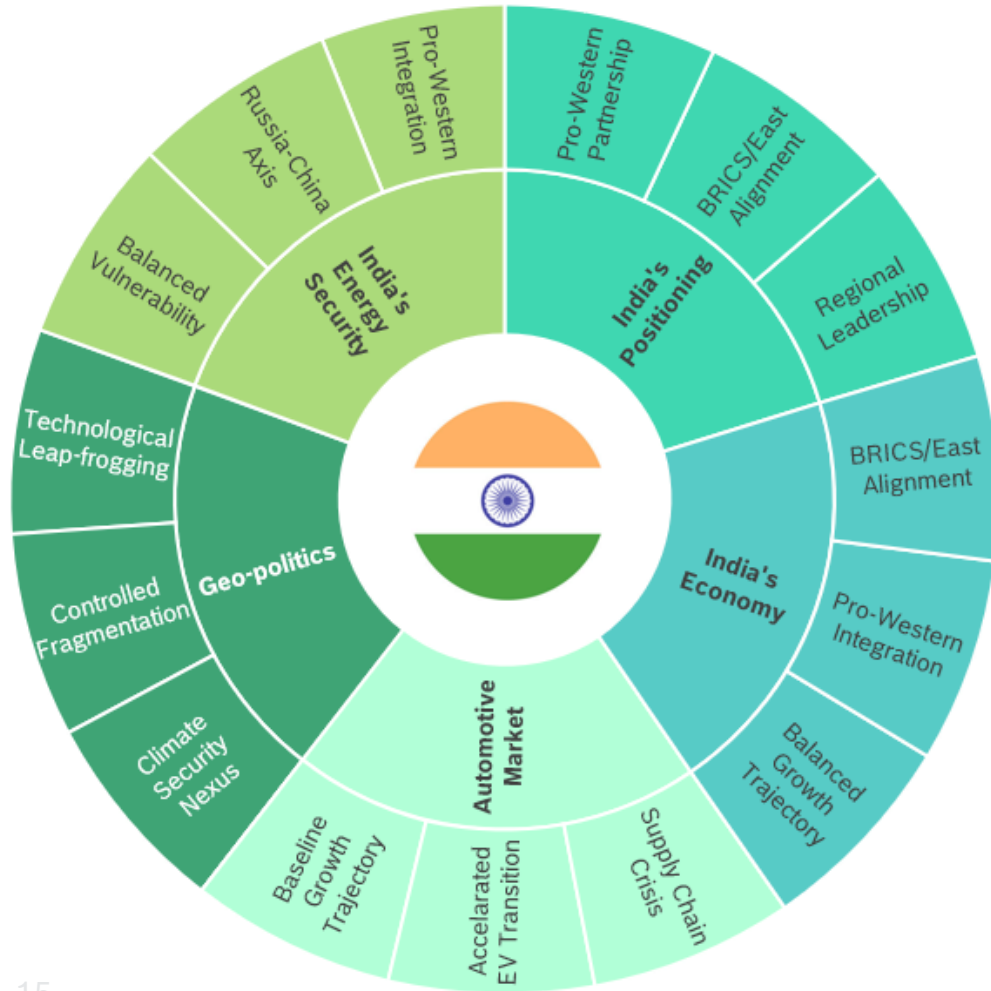
- EBITDA: ₹26,504 mINR (13.2% on Revenue)
- Profit Before Tax (PBT)*: ₹30,860 mINR (15.4% on Revenue)
- Profit After Tax (PAT): ₹27,703 mINR (13.8% on Revenue)

**without exceptional items*



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Key India Imperatives



01

Energy Security

- Impact of sanctions on manufacturing
- Technology access limitations
- Early signals of energy mix and source changes.

02

Geo-Politics

- India's GDP Growth.
- Multi-polar Alignment (SC, Energy, RE, Battery)
- AI capability trajectory

03

India's Positioning

- Global Supply Chain Re-alignments.
- Self reliant investments (SC, RE, Battery)
- Role in Global south incl. digital governance

04

India's Economy

- Purpose-driven electrification
- HRE* free technology
- Energy efficiency (fuel economy, utilization)

05

Automotive Market

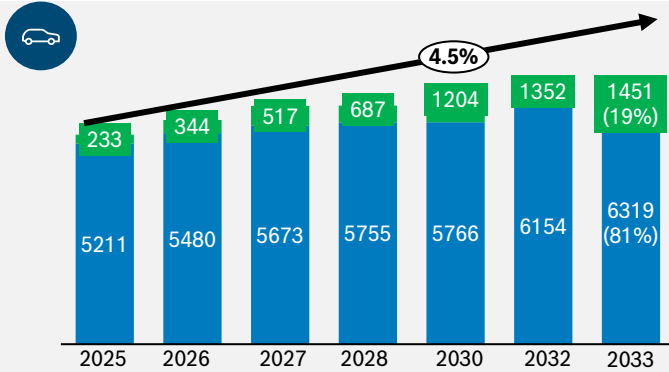
- Domestic Value Add > 50% (Target)
- Strategic Partnerships
- Engineering Leadership and Advocacy
- Prepare for Electrification scenario

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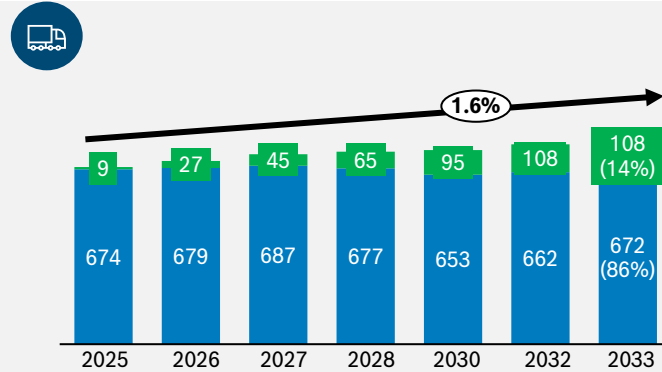
Market Prognosis

ICE Volumes in '000
EV Volumes in '000
H2 Volumes in '000

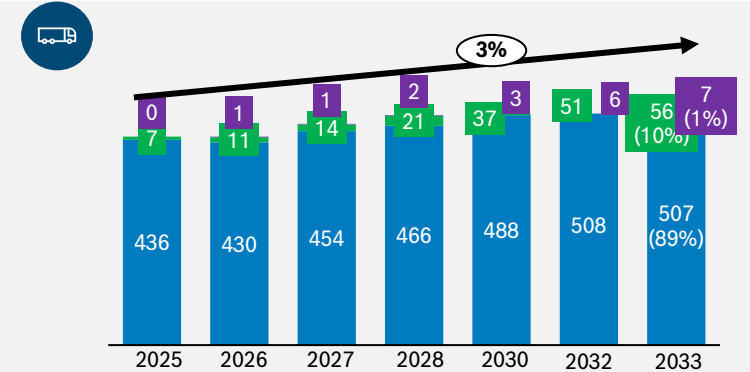
Source: (A)MP26



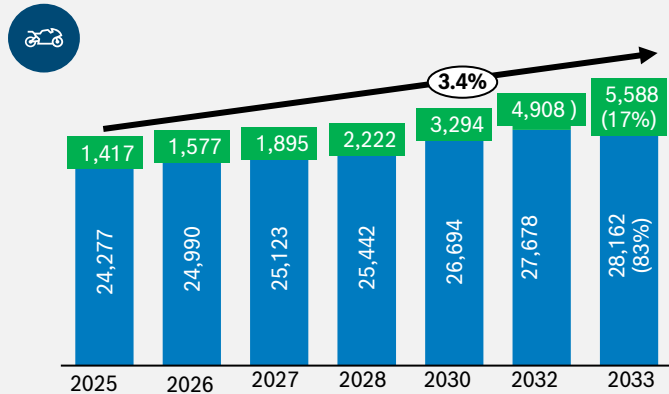
BEV penetration expected to pickup driven by TCO & EV Infra development



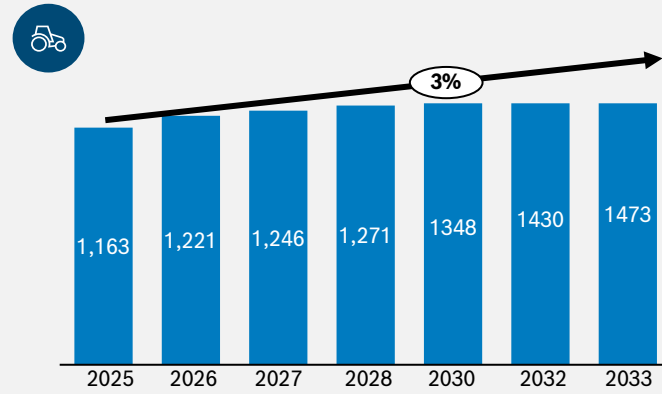
EV penetration mainly in < 2T LCVs (Last mile logistics)



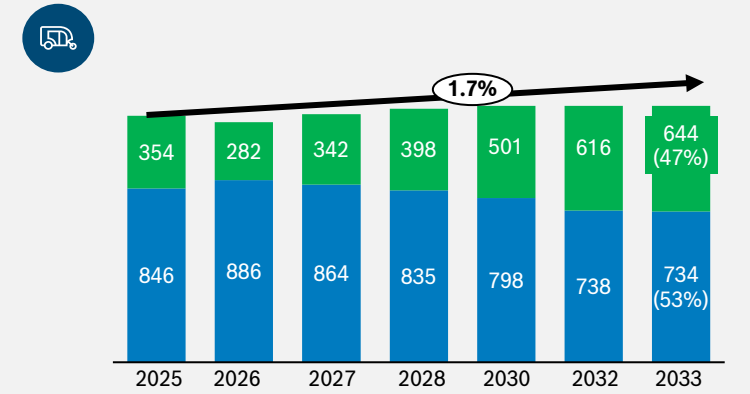
Strong electrification uptake in Buses



EV Adoption driven by TCO and reducing battery prices



Steady growth with increased farm-mechanization



EV adoption led by TCO and last mile ecommerce traction

Overall market expected to grow annually at 3% - 4% in long term (CAGR:2025-2033)

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Mobility Portfolio

2-wheeler and powersports

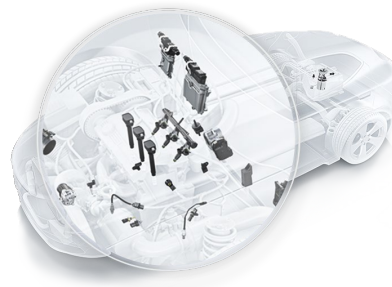
- Portfolio of Engine Management System (EMS) technologies, specifically engineered for two-wheelers, encompassing components such as:
 - lambda sensors
 - fuel injectors
 - fuel supply modules, and
 - Electronic Control Units (ECUs)



2 Wheelers

ICE

- Engine management systems for Diesel, Gasoline and alternate fuel across vehicle segments
- Connected and Software services
- Battery Management Systems
- Thermal systems – Hybrids
- H₂ ICE



Powertrain

Electrification

- Electrification Integration
 - Electric Axle (3-in-1, X-in-1)
 - Vehicle Control Unit



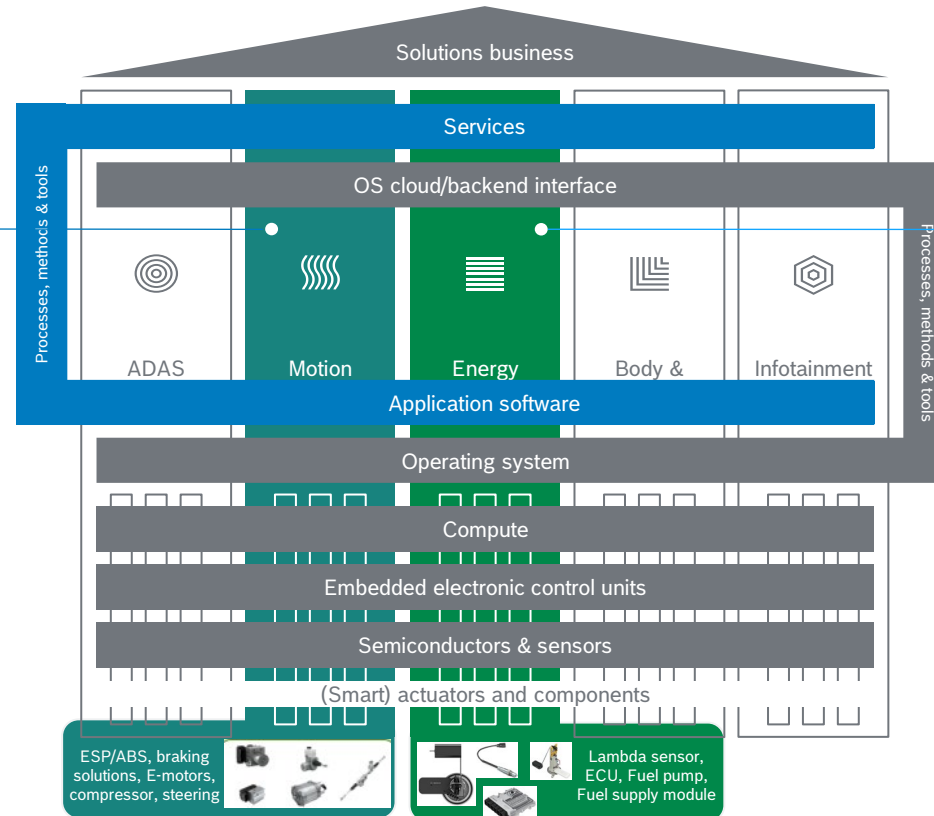
E-Axle

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Portfolio focus

Bosch Chassis India Pvt. Ltd. (Vehicle Motion)

- **Vehicle motion system, software & service solutions**
- **Steering systems (Passenger Car)**
- **Braking systems**
- **Vehicle dynamics sensors**
- **Occupant safety systems**



Bosch Limited (existing capability)

- **Classical powertrain (Gasoline, Diesel, Flex fuel...)**
- **H₂ ICE**
- **Thermal system**
- **Software & Services**

Unifying Motion and Power for the Future of Mobility

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Key Synergy Pillars | Bosch Germany <> India

Technology and Innovation

- E/E architectures based on market needs.
- Aligned Innovation Search fields for future business growth.
- Duo-pole strategy for advanced systems and software development.

Manufacturing and Supply Chain

- Develop supply chains leveraging global procurement and key **local sourcing strategies**.
- **Leverage** global manufacturing footprint (IPN)
- Standardized Quality management systems across value chain enabling customer success.

Market and Customer

- **Ecosystem and partnership** led approach
- **Leverage** experiences from **lead markets** to shape regional business.
- Synchronize with OEM strategies to handle **new business models and value pools**

Talent Capability

- Fostering talent and knowledge sharing through **leadership/talent exchange programs**.
- Centralizing high-demand skills by establishing Centre of excellence.
- **Build Entrepreneurial capability** using common leadership framework

Deep integration with the Bosch global network acts as a strategic multiplier, amplifying our local capabilities to deliver world-class Innovation, achieve operational excellence, and drive market growth

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Strategic Projects

RBIC Acquisition

Vehicle Motion business added to the portfolio

- ◆ **Scope**
 - Acquisition of 100% stake in Bosch Chassis Systems India Private Limited
- ◆ **Expanded Portfolio**
 - RBIC's Motion Portfolio: ESP/ABS, braking solutions, Sensors and Actuators related to Braking
 - RBIN's Energy Portfolio: Engine Management Systems (EMS), ICE Injectors and Pumps, Sensors and Actuators related to EMS.
- ◆ **Value creation**
 - Transition from supplying individual components to delivering future-ready platform solutions

Joint Venture with TATA Autocomp

Joint Venture accelerating future growth in e-mobility

- ◆ **Scope**
 - 50:50 partnership between Bosch and TATA Autocomp Systems Limited
- ◆ **Expertise**
 - Bosch to provide Intellectual Property (IP) and support in Engineering and manufacturing processes
 - TATA Autocomp to provide Administrative services and support in Supply chain and JV operations
- ◆ **Products**
 - e-Axles

Joint Venture with TSF Group

Joint venture to drive growth in commercial vehicle segment by unlocking growth opportunities in e-enabled air systems

- ◆ **Scope**
 - JV with 50:50 partnership between Bosch and TSF Group companies (represented by Brakes India Private Limited and Wheels India Limited)
 - JV to design and develop electronically controlled smart actuators for air / pneumatic systems
 - JV to sub-contract Bosch / TSF for manufacturing and sale (exports) of JV products
 - JV shall be global responsible entity for JV products
 - Bosch and TSF Group to license background IP to JV
- ◆ **Expertise**
 - Bosch to bring expertise in Electronics, Software, Application Engg and Vehicle integration
 - TSF Group to bring expertise in pneumatics / hydraulics & mechanical components for Air systems.
 - Both parties to provide services for product R&D, manufacturing & sales (exports) to the JV
- ◆ **Products**
 - (1) Electronic Air Processing Module; (2) High Voltage Air Compressor; (3) Electronic Air Suspension Axle Module; (4) Electronic Air Parking Brake Module
- ◆ **Segments**
 - Trucks and Buses (ICE and BEV)

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Our Commitment to Sustainability

ESG Strategy

Climate action

- 1 | Reducing CO₂ emissions
- 2 | Energy efficiency and renewable energies



Water

- 1 | Water scarcity
- 2 | Water quality

Circular economy

- 1 | Materials efficiency
- 2 | Second life

People

- 1 | Employer of Choice
- 2 | Diversity, Equity and Inclusion

Governance

- 1 | Business Ethics
- 2 | Privacy

Health

- 1 | Occupational health and safety
- 2 | Pollution and Substances of concern

Human rights

- 1 | Responsibility
- 2 | Transparency

Performance

- **Climate action:** 100% green electricity
- **Health:** **zero fatalities** and **no** high-consequence **work-related injuries** or ill-health.
- **Human rights:** Code of conduct compliance for business partners @96.87%*
- **Water:** Rain-water met >17% of our water demand 100% treated wastewater utilized
- **Circular economy:** Total waste recovery is at 98%

Recognized as **India's #1 sustainable automotive company** and ranked **#22 overall** in BW Businessworld's *India's Most Sustainable Companies (IMSC)*.

** Suppliers with value of Business > 10000 Euro per year



THANK YOU