Bosch Limited
Post Box No:3000
Hosur Road, Adugodi
Bangalore-560030
Karnataka, India
Tel +91 9262105247
www.boschindia.com
L85110KA1951PLC000761
Secretarial.corp@in.bosch.com

The Manager (Listing)
National Stock Exchange of India Limited
"Exchange Plaza", 5th Floor,
Plot No.C/1, G Block
Bandra – Kurla Complex,
Bandra (E)
MUMBAI – 400 051
Symbol: BOSCHLTD

The Manager (Listing)
Corporate Services Department
BSE Limited,
Regd.Office: Floor 25,
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai – 400 001
Scrip code:500530

July 10, 2026

Dear Sirs,

Sub: Compliance under Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

This is in continuation of our letter dated May 20, 2026. Pursuant to Regulations 30 & 34 (1) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the following:

Annual Report for the Financial Year ended March 31, 2026, including the Notice of the 74th Annual General Meeting (AGM) of the Company scheduled to be held on Tuesday, August 11, 2026, at 11.00 a.m. (IST) at Trinity Hall Taj MG Road, 41/3, Mahatma Gandhi Road Bengaluru-560 001

Notice of the 74th AGM along with Proxy Form, Annual Report of the Company for the year ended March 31, 2026, has been sent in electronic mode to all the members whose e-mail IDs are registered with the Company / Depository Participant(s).

In terms of Regulation 46 of the SEBI Listing Regulations, the said Notice of 74th AGM along with the full Annual Report 2025-26 is available on the Company's Website at www.bosch.in under Shareholders' Information.

The Link to access the full Annual Report of the Company is provided below:

https://www.bosch.in/media/our_company/shareholder_information/2026/bosch_annual_report_2025-26.pdf

Kindly take the same on record.

Thanking you,

Yours faithfully,
for Bosch Limited,

Venkataraman Srinivasan
Digitally signed by Venkataraman Srinivasan
Date: 2026.07.10 10:15:07 +05'30'

V.Srinivasan
Company Secretary & Compliance Officer

Invented for life

BOSCH

POWERING TOMORROW. TOGETHER.

ANNUAL REPORT 2025-26

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Investor Information

Market Cap as of March 31, 2026	₹84,784.59 Crores
CIN	L85110KA1951PLC000761
BSE Code	500530
ISIN	INE323A01026
Dividend Declared	₹270 per share
AGM Date	August 11, 2026
AGM Venue/ Mode	Trinity Hall, Taj MG Road, 41/3, Mahatma Gandhi Road, Bengaluru - 560 001 (physical)

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Corporate Information

(As on April 01, 2026)

Key Managerial Personnel

Guruprasad Mudlapur
Managing Director &
Chief Technology Officer

Sandeep Nelamangala
Joint Managing Director

Karin Gilges
Chief Financial Officer

V. Srinivasan
Company Secretary &
Compliance Officer

Statutory Auditor

Messrs. S.R. Batliboi & Associates LLP
Firm Registration
Number: 101049 W/E300004

Registered Office

Hosur Road
Adugodi, Bengaluru - 560 030

Stock Exchanges

BSE Limited
(Scrip Code: 500530)
Rotunda Building
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai - 400 001

National Stock Exchange of India Limited
(Symbol: BOSCHLTD)
Exchange Plaza, C-1, Block G
Bandra-Kurla Complex, Bandra (E)
Mumbai - 400 051

Registrar & Transfer Agent

Integrated Registry Management Services Private Limited
No. 30, Ramana Residency
4th Cross, Sampige Road
Malleswaram
Bengaluru - 560 003

Secretarial Auditor

CS. Parameshwar Ganapati Bhat
Company Secretary

Cost Auditor

Messrs. K.S. Kamalakara & Co.,
Cost Accountants

Audit Committee

Padmini Khare
Chairperson

Hema Ravichandar

Gopichand Katragadda

Pawan Kumar Goenka

Soumitra Bhattacharya

Stefan Grosch

Stakeholders' Relationship Committee

Gopichand Katragadda
Chairman

Padmini Khare

Guruprasad Mudlapur

Soumitra Bhattacharya

Nomination and Remuneration Committee

Hema Ravichandar
Chairperson

Gopichand Katragadda

Pawan Kumar Goenka

Padmini Khare

Soumitra Bhattacharya

Stefan Grosch

Corporate Social Responsibility Committee

Gopichand Katragadda
Chairman

Hema Ravichandar

Guruprasad Mudlapur

Soumitra Bhattacharya

Risk Management Committee

Pawan Kumar Goenka
Chairman

Padmini Khare

Stefan Grosch

Guruprasad Mudlapur

Sandeep Nelamangala

Bankers

State Bank of India

Canara Bank

HDFC Bank Limited

Citibank, N.A.

Deutsche Bank AG

UCO Bank

The Bosch Group

Advancing Technology for a Changing World

The Bosch Group is a leading global supplier of technology and services, employing approximately 413,000 associates worldwide as of December 31, 2025. In the year 2025, the Group generated sales of EUR 91 billion. Its operations are organized across four business sectors: Mobility, Industrial Technology, Consumer Goods, and Energy and Building Technology.

Through its businesses, Bosch aims to shape key global trends such as artificial intelligence, digitalization, electrification, and automation through technology-led innovation. Its broad diversification across industries and geographies strengthens both resilience and innovation, enabling the Group to respond

effectively to evolving market needs. Leveraging its expertise in hardware, software, and services, Bosch delivers integrated, cross-domain solutions from a single source. The company also combines its capabilities in connectivity and artificial intelligence to develop and manufacture smart, user-friendly, and sustainable products.

Guided by its philosophy of "Invented for Life," Bosch seeks to improve quality of life while conserving natural resources. The Bosch Group comprises Robert Bosch GmbH and approximately 500 subsidiaries and regional companies across more than 60 countries. Together with its sales and service partners, Bosch's global manufacturing, engineering, and sales network extends to nearly every country in the world.

Innovation remains central to Bosch's long-term development and future growth. The company employs approximately 82,000 associates in research and development worldwide, continuously advancing technologies and solutions that address emerging customer and societal needs.

Founded in Stuttgart in 1886 by Robert Bosch (1861–1942) as the "Workshop for Precision Mechanics and Electrical Engineering," the company has remained committed to long-term value creation and sustainable growth. The ownership structure of Robert Bosch GmbH plays an important role in preserving the entrepreneurial freedom of the Bosch Group, enabling long-term planning and continued investment in future technologies and capabilities.

Today, 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 a company owned by the Bosch family. The majority of voting rights are held by Robert Bosch Industrietreuhand KG, which is entrusted with safeguarding the company's long-term existence and financial independence in accordance with the vision and values established by its founder, Robert Bosch.

Operational Highlights

500
Subsidiaries and Regional Companies

60
Countries of Presence

470
Locations Worldwide

413,000
Associates Worldwide
(As of December 31, 2025)

82,000
R&D Associates

Financial Highlights

Sales Revenue

EUR **91.0** billion

₹**8,958** billion

EBIT

EUR **1.4** billion

₹**137** billion

Average Exchange Rate: ₹98.5 per euro

Bosch India

Engineering Excellence, Delivered Locally

As an integral part of the global Bosch Group, Bosch India Limited (referred to as “Bosch”, “Bosch India,” “Bosch Limited,” “our Company,” or “we”) plays a pivotal role in driving innovation, advancing engineering excellence, and delivering integrated technology solutions across sectors. India is home to the Bosch Group’s largest development center outside Germany, offering end-to-end capabilities across software, electronics, and mechanical engineering domains. This center plays a critical role in supporting Bosch’s global growth ambitions and technological leadership.

We operate through a network of 19 companies that combines the precision of German engineering with the scale, agility and talent of India. Our entities include Bosch Limited, Bosch Global Software Technologies Pvt. Ltd., Bosch Chassis Systems India Pvt. Ltd., Bosch Automotive Electronics India Pvt. Ltd., Bosch

Rexroth (India) Pvt. Ltd., ETAS Automotive India Pvt. Ltd., Robert Bosch Automotive Steering Pvt. Ltd., Bosch Mobility Platform and Solutions India Pvt. Ltd. (Formerly known as: Automobility Services and Solutions Pvt. Ltd.), Mivin Engineering Technologies Pvt. Ltd., Precision Seals Manufacturing Pvt. Ltd., BSH Household Appliances Manufacturing Pvt. Ltd., Newtech Filter India Pvt. Ltd., Robert Bosch India Manufacturing and Technology Pvt. Ltd., MICO Trading Pvt. Ltd., KB Wiper Systems India Pvt. Ltd., AI Shield Private Limited, Software & Digital Solutions Pvt. Ltd., Bosch Home Comfort India Ltd. and Sensormatic India Pvt. Ltd.

Since commencing operations in India in 1951, we have steadily expanded our presence through manufacturing facilities, as well as development and application centers, serving both domestic and global markets. This extensive footprint enables us to localize solutions, accelerate innovation, and respond with agility to evolving customer and industry requirements.

In 2025–26, Bosch India (excluding BSH Home Appliances) reported net revenue of ₹402,530 million and employed 37,131 associates as of March 31, 2026. Supported by our diversified business portfolio, strong engineering capabilities, and customer-centric approach, we continue to contribute meaningfully to India's industrial and technological progress while remaining closely aligned with the Bosch Group's global priorities.

Bosch India continues to anchor the Group's presence in India, with a strong focus on next-generation mobility solutions, smart manufacturing, digital transformation, and technologies that support a more connected, sustainable, and efficient future.

Bosch India at a Glance | 2025–26

₹ 402,530 million
Net Revenue

37,131
Associates as on March 31, 2026

Our Values

Our values guide the way we work, innovate, and collaborate. They shape our decisions, influence our actions, and strengthen our relationships, reflecting our commitment to integrity, responsibility, and creating lasting value for our stakeholders and society.

Future and Result Focus

Our actions are result-focused. This allows us to secure our future. It also creates a sound basis for the social initiatives of our company and the foundation.

Responsibility and Sustainability

We act prudently and responsibly for the benefit of society and the environment.

Initiative and Determination

We act on our own initiatives, take entrepreneurial responsibility, and pursue our goals with determination.

Openness and Trust

We communicate important company matters in a timely and open fashion. This is the best foundation for a relationship built on trust.

Fairness

We deal fairly with our colleagues and business partners and view this fairness as a cornerstone of our corporate success.

Reliability, Credibility, Legality

We promise only what we can deliver, accept agreements as binding, and respect and observe the law in all our business transactions.

Diversity

We appreciate and encourage diversity for the enrichment it brings and see it as essential for our success.

Strategic Priorities

Customer-Centric Innovation

We understand our customers' evolving needs and deliver tailored solutions, innovative products, and business models that create lasting value.

Driving Future Transformation

We embrace change and the opportunities it creates through connectivity, electrification, energy efficiency, automation, and emerging markets.

Excellence in Execution

We strive for excellence through agile execution, efficient processes, lean structures, and a strong focus on productivity and performance.

**As of March 31, 2026*

Presence

Connecting Innovation with Opportunity

As India's mobility and technology landscape evolves, we continue to strengthen our presence through local innovation, expanded capabilities, and globally proven technologies. From next-generation mobility and electrification to automation and smart manufacturing, we are contributing to India's technological progress while creating long-term value for customers, partners, and society.

Mobility Division

₹170.7 billion
Total Sales 2025–26

16.9 percent
Business Growth (Percentage Change w.r.t. PY)

Segments
Powertrain and Electrification, Automotive Aftermarket, Two-Wheeler and Powersports

Clients
Mobility Providers, Enablers and Users and OEMs

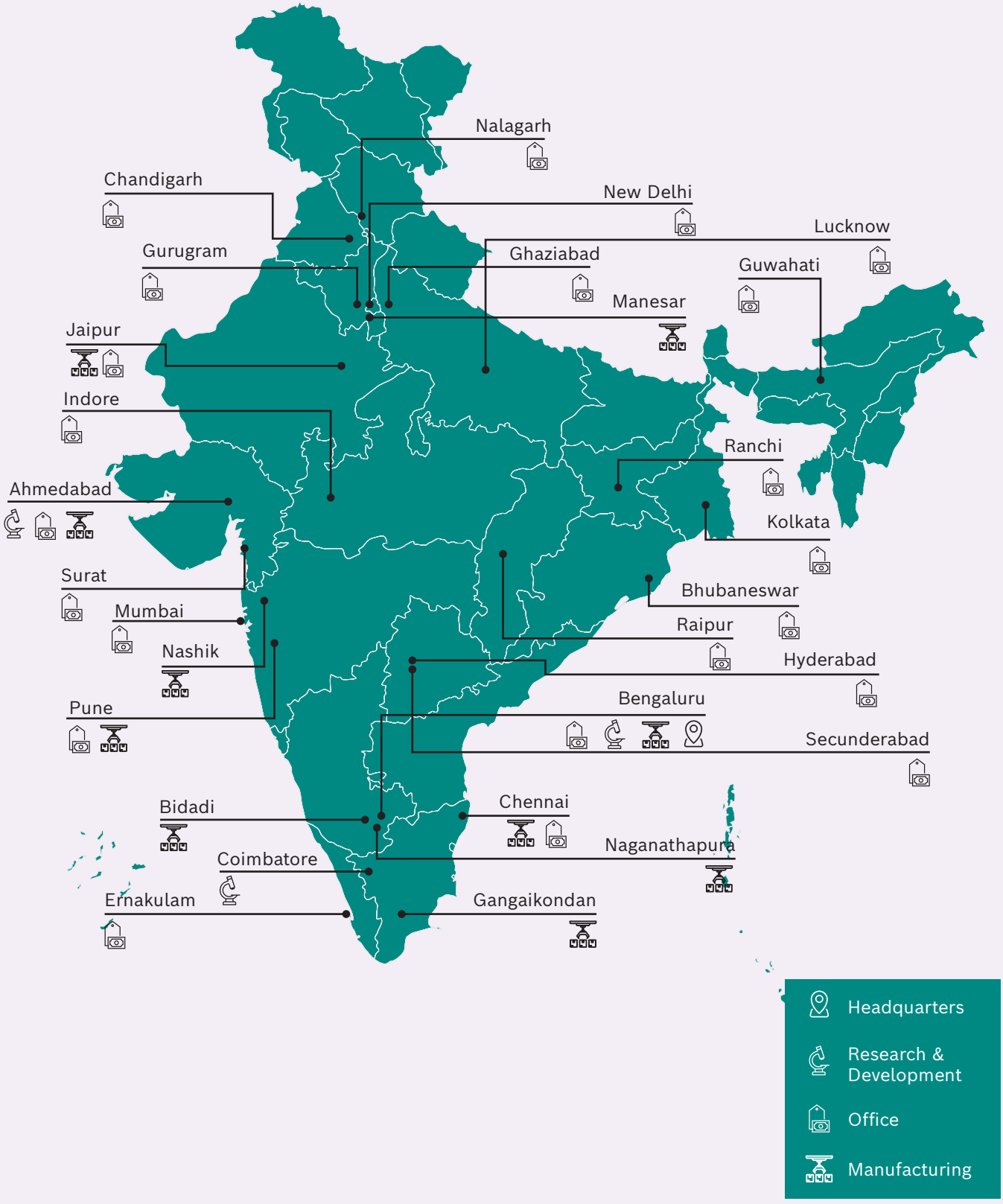
Consumer Goods Division

₹18.4 billion
Total Sales 2025–26

6.4 percent
Business Growth (percentage change w.r.t. PY)

Segments
Power Tools

Clients
Tradesmen in Construction and Industrial Profession, Contractors and Other Institutional Buyers



Disclaimer: This map is a simplified illustration provided solely for general reference and visual representation. It is not intended for navigational, legal, or geographical purposes. The depiction of boundaries, locations, state names, and geographic features may not precisely reflect actual positions or official representations. The Company, its directors, officers, and employees shall not be held responsible for any interpretation, reliance, or use of the information presented. No representation or warranty, express or implied, is made regarding the accuracy, completeness, or suitability of this illustration.

Powering Tomorrow. Together.

At Bosch Limited, tomorrow is not a distant concept; it is being shaped by the strategic decisions we make today. As we look toward the horizon, our guiding philosophy is encapsulated in a singular, powerful declaration of intent: **Powering Tomorrow. Together.** This theme is the cornerstone of our strategic vision - a firm testament to our commitment to progress and collaborative strength.

“Powering Tomorrow” represents our drive to engineer solutions

for the rapidly evolving needs of our society. In a world undergoing profound technological and environmental transitions, Bosch Limited stands as a steady, quiet strength behind the technology moving India forward. We are fueled by our passion for innovation; a constant pursuit to push boundaries, engineer excellence and deliver sustainable value. Whether through advanced mobility, smart infrastructure, or localized digital systems, we are committed to igniting the engines of progress that will quietly but firmly anchor India's next chapter.

Yet, the future is too complex to build in isolation.

"Together" speaks to the very heart of Bosch culture. It celebrates the deeply embedded spirit of collaboration that unites our teams and strengthens our relationships with our broader ecosystem. Our story is deeply intertwined with theirs. By aligning our goals with strategic partners, we amplify our impact and transform ambitious milestones into tangible realities. This synergy ensures we build a resilient network where shared goals become shared victories.

As we present this Annual Report, we invite you to witness how Bosch Limited will continue to lead with responsibility, translating vision into action, and firmly steering towards a more sustainable tomorrow, together.

Board of Directors

Leading with Experience and Foresight

Standing (Left to Right)

Mr. Sandeep Nelamangala
Dr. Pawan Goenka
Mr. Guruprasad Mudlapur

Sitting (Left to Right)

Ms. Hema Ravichandar
Mr. Soumitra Bhattacharya
Ms. Padmini Khare
Mr. Stefan Grosch
Ms. Karin Gilges
Dr. Gopichand Katragadda

Chairman's Message

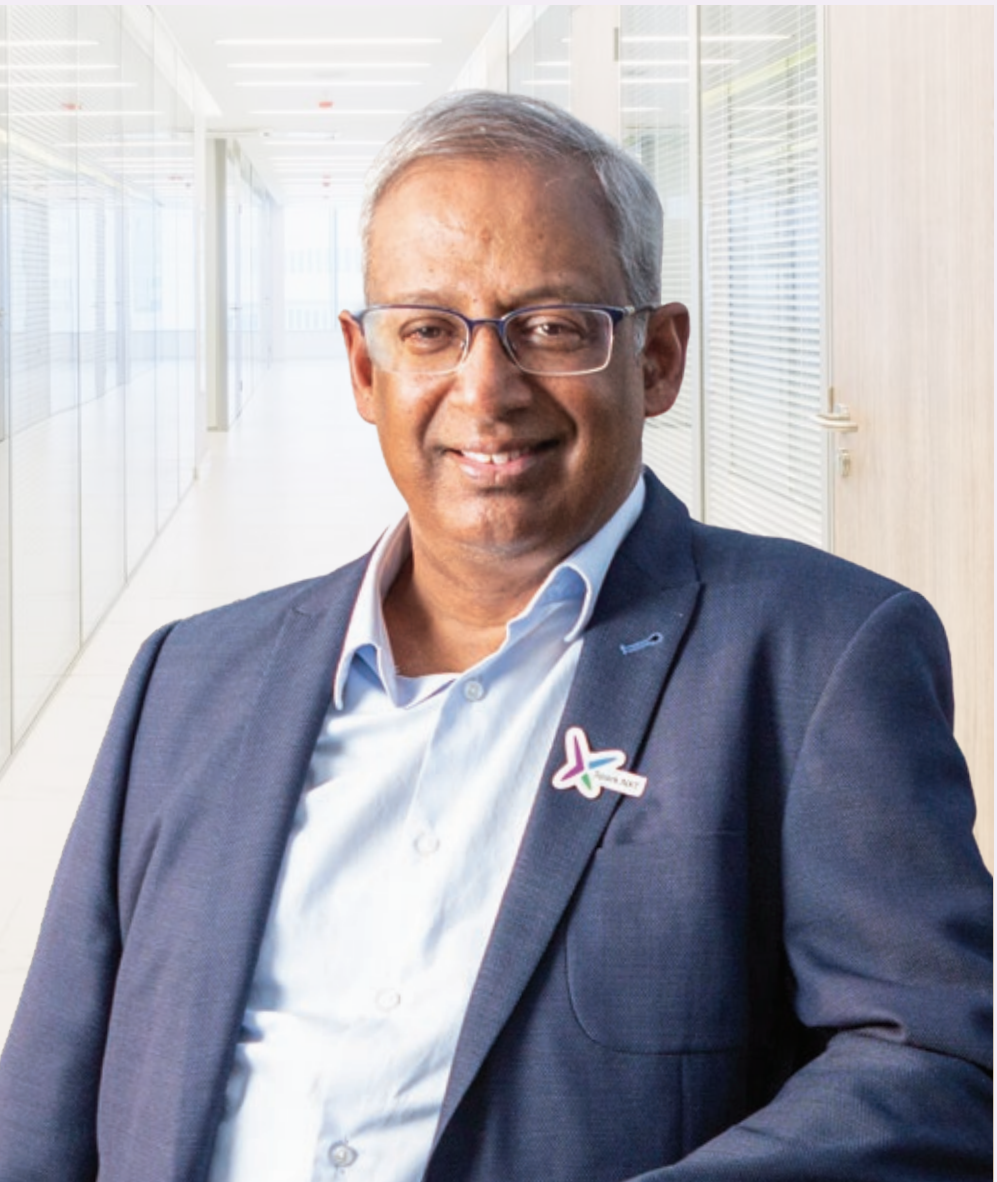
Steering Growth Through Transformation

Dear Shareholders,

It is my privilege to address you through the Annual Report of Bosch Limited for 2025–26.

The year under review was shaped by a rapidly changing external environment, marked by evolving geopolitical realities, shifting supply chains, accelerated technology adoption, and continued transformation in the mobility sector. Amid these developments, Bosch Limited remained focused, guided by its long-standing commitment to quality, innovation, responsible business, and sustainable value creation.

The global economy remained resilient, delivering 3.4 percent growth despite uneven regional performance. Growth was led by emerging economies, with India (7.6 percent) and China (5.0 percent) outperforming the U.S. and Europe. For the Indian Automotive Industry, this was a year of contrasting halves with an overall vehicle production increasing by 12.2 percent year-on-year. Apr–Aug remained muted amid consumer caution and geopolitical tensions; Sep–Mar saw a decisive upshift as GST 2.0 improved affordability, lifted sentiment, and triggered broad-based sales momentum.



Against this backdrop, Bosch Limited delivered a strong performance. Revenue from operations grew by 10.8 percent over the previous year, reaching ₹20,034 Crores, reflecting the resilience of our core business, the trust of our customers and partners, and the commitment of our associates. Supported by the Company's strong financial performance, debt-free balance sheet, sufficient cash reserves, and future cash flow outlook, the Board of Directors has recommended a final dividend of ₹270 per equity share for 2025–26, subject to the approval of members at the 74th Annual General Meeting.

The Company's ability to respond to evolving market dynamics while investing in future capabilities reflects the strength of its foundations and the clarity of its strategic direction. Customer trust and partnerships were further reinforced through several prestigious recognitions, including the Best Supplier Award from TAFE, the Best Delivery

Award from Escorts Kubota, and acknowledgements from KOEL for digitalization and future-ready initiatives. Quality remains central to Bosch's commitment to operational excellence and customer trust. Despite a 19 percent increase in production volumes, the Company achieved an 8 percent reduction in zero-mileage customer incidents attributable to Bosch-related failures, underscoring its unwavering commitment to quality and customer satisfaction.

India continues to assume greater importance in Bosch's global journey. With its strong engineering talent, manufacturing capabilities, growing domestic market, and increasing relevance in global value chains, India is moving beyond being a growth market to becoming a strategic hub. Bosch Limited is well placed to contribute to this transition by strengthening localization, expanding capabilities, and supporting customer needs.

The mobility landscape is entering a decisive phase of transformation. Electrification, software-defined vehicles, advanced safety systems, hydrogen technologies, artificial intelligence, and digitalization are reshaping the future of the industry. Bosch Limited's continued investments in these areas reflect its commitment to remain future-ready and to support customers as they navigate this transition.

At the same time, sustainability continues to be integral to our business approach. The Company's efforts in renewable energy, energy efficiency, water stewardship, and Scope 3 emission reduction demonstrate a clear commitment to responsible growth. These priorities are not separate from business performance; they are central to building a resilient and future-oriented enterprise.

In FY 2025–26, the CSR initiatives approved by the committee reached over 390,000 beneficiaries across 22 states, 180+ districts, and 200+ villages, creating meaningful and measurable impact across skill development, sustainable mobility, and interventions undertaken under the umbrella of integrated community development.

People remain at the heart of Bosch Limited's progress. The Company continues to invest in building capability, leadership development, and future-ready skills, while sustaining a culture anchored in trust, collaboration, and excellence. Strong employee engagement and recognition as an employer of choice reinforce the strength of this culture.

The Board also recognizes the importance of robust governance, compliance readiness, and responsible decision-making in a period of regulatory and business transformation. The Company's proactive efforts to prepare for emerging regulatory requirements reflect its commitment to sound governance and long-term institutional strength.

Looking ahead, we remain confident in the long-term prospects of Bosch Limited. India's growth potential, evolving regulatory landscape, technology-led opportunities, and the Company's strong portfolio provide a solid platform for the next phase of progress. As Bosch Limited moves forward under the theme "Powering Tomorrow. Together.", the Company will continue to build on its strengths, deepen its customer relevance, and create enduring value for all stakeholders.

Bosch India has benefited significantly from the counsel and leadership of Dr. Pawan Goenka in his role as Independent Director and Mrs. Karin Gilges during her tenure as Chief Financial Officer. We place on record our deep appreciation for their contributions. At the same time, we are pleased to welcome Mr. Tillmann Olsen as the incoming Chief Financial Officer and look forward to his stewardship.

Together, on behalf of the Board, I would like to thank our shareholders for their continued confidence, our customers for their trust, our partners for their collaboration, the Government of India and the state governments where Bosch has a presence and all Bosch associates for their dedication and contributions. We will continue to shape a stronger, more sustainable, and more future-ready Bosch Limited.

Warm Regards,

Soumitra Bhattacharya
Chairman, Bosch Limited

MD's Message

Charting Tomorrow's Possibilities

Dear Shareholders,

It gives me great pleasure to present the Annual Report of Bosch Limited for FY 2025–26. Reflecting on the past year, I feel a deep sense of pride in our performance and the resilience, innovation, and commitment of our teams.

This year called for agility amid evolving market dynamics and reinforced the importance of continued investments in future-ready technologies and people capabilities. Through this period of change, Bosch Limited remained resilient, responsive, and firmly focused on long-term value creation.

A World being Re-Architected

The global economic and industrial landscape is being reshaped by geopolitical developments, shifting trade patterns, evolving supply chains, and accelerating technology adoption. In mobility, the transition toward electrified, connected, safe, and increasingly software-defined solutions continues to gather pace. Artificial intelligence and digital technologies are also redefining how products are designed, manufactured, delivered, and experienced.

Our strength lies in combining Bosch's global technology leadership with India's engineering depth, manufacturing capability, and market proximity.

For Bosch Limited, these shifts create both responsibility and opportunity. Our strength lies in combining Bosch's global technology leadership with India's engineering depth, manufacturing capability, and market proximity. This enables us to serve domestic customers with greater relevance while contributing meaningfully to global value chains.

Delivering with Discipline

During FY 2025–26, Bosch Limited delivered revenue from operations of ₹20,034 Crores, reflecting a growth of 10.8 percent over the previous year. This performance was supported by broad-based contributions across key business areas despite a dynamic operating environment.

Mobility continued to remain the Company's largest business, contributing 89.4 percent of total sales, while Business Beyond Mobility contributed 10.6 percent. The Power Solutions division recorded strong growth of 17.6 percent, supported by positive momentum in the automotive industry and demand across vehicle segments. The 2WP segment saw a growth of 69.1 percent mainly on account of higher sales of exhaust gas sensors due to OBD-II norms implementation.

The Mobility Aftermarket business achieved its highest-ever revenue from operations, growing 3.7 percent over the previous year, supported by core product strength and new product launches.

Business Beyond Mobility recorded a decline of 13.6 percent compared to the previous year, primarily due to the sale of the Video Solutions, Access and Intrusion, and Communication Systems business under the Building Technology division in May 2025.

The year also marked an important milestone in hydrogen mobility. Bosch India showcased its hydrogen engine prototype truck to the Honorable Federal Chancellor of Germany, Mr. Friedrich Merz, during his visit to the Adugodi campus in Bengaluru. The demonstration reflected Bosch India's local development capabilities and our commitment to advancing sustainable mobility solutions.

89.4%
Sales Contribution from Mobility

10.6%
Sales Contribution from Beyond Mobility

India: From Growth Market to Strategic Hub

India continues to evolve from a high-growth market into a strategic hub for Bosch globally. We are strengthening our engineering and manufacturing capabilities with a clear focus on localization, exports, and deeper participation in global supply chains.

The mobility landscape is expected to evolve significantly by 2030 and beyond, shaped by sustainable, safe, intelligent, and software-led technologies. This transformation requires integrated portfolios, cross-domain collaboration, and platform-level solutions that help customers navigate technology shifts and regulatory change.

E-mobility remains a strategic priority for Bosch. We believe battery electric technology will play a decisive role in enabling low-emission mobility across passenger cars and select commercial vehicle segments. Our joint venture with Tata AutoComp is designed to accelerate the adoption of advanced e-mobility solutions and deliver efficient, state-of-the-art technologies to customers.

At the same time, we are advancing our capabilities in ADAS, software-defined vehicles, e-axles, powertrain transformation, and adjacent industrial applications. We have made significant progress in establishing a structured AI ecosystem through the launch of VISM.ai (Value driven Innovation & Strategic Management of AI), creating a strong foundation for AI-driven innovation and scaled adoption of AI across the organization.

Sustainability as a Non-Negotiable Anchor

Sustainability remains central to Bosch India's operations and long-term strategy. In 2025–26, 16 percent of the Company's total electricity demand was met through in-house solar power generation, supported by long-term renewable energy supply agreements and investments in photovoltaic development.

During the year, we also advanced the transformation of our Smart Campus to improve energy efficiency. Water stewardship remained a key focus, with initiatives aimed at ensuring consistent water quality, centralized monitoring, and optimized consumption across facilities.

30%
Reduction in Scope 3 Emissions by 2030

16%
Total Energy Consumed was Generated through In-House Solar Power

> We are advancing our capabilities in ADAS, software-defined vehicles, software-defined mobility, e-axles, powertrain transformation, and adjacent industrial applications.

Beyond our direct operations, we remain committed to reducing Scope 3 emissions across suppliers, logistics, and product use, with the aim of reducing upstream and downstream emissions by 30 percent in absolute terms by 2030.

People and Culture Transformation

Bosch Limited is undergoing significant business transformation, and our people remain central to this journey. We are balancing the need to sustain strong core business capabilities while building future-ready competencies for emerging growth areas.

Through structured capability academies, role-based learning journeys, internal expert-led development, and measurable readiness for future-critical roles, we are strengthening the organization for the next phase

of growth. Our efforts in talent acquisition, employer branding, and people development have been recognized by reputed industry forums, including People Matters and The Economic Times.

Bosch Limited continues to be recognized as an employer of choice, supported by strong employee engagement and low single-digit attrition, significantly below the industry average. This reflects the commitment of our associates and the stability of our culture.

Strengthening Governance and Compliance Readiness

During the year, a comprehensive Labor Code Playbook was developed and released ahead of the regulatory rollout to enable a planned, consistent, and compliant transition across Bosch locations. Supported by structured discussions, training sessions, and awareness programs, this initiative strengthened compliance readiness and standardized governance practices.

> Bosch Limited continues to be recognized as an employer of choice, supported by strong employee engagement and low single-digit attrition, significantly below the industry average.

Looking Ahead

We remain confident in India's long-term growth potential, supported by evolving market dynamics, regulatory momentum, and increasing demand for sustainable, technology-led solutions. Emerging regulatory opportunities will continue to create pathways for portfolio evolution, enabling us to strengthen our offerings and enhance competitiveness with future-ready innovations.

Our priority is to support customers as they navigate transitions in electrification, software-defined mobility, safety, efficiency, and regulatory change. Backed by a strong foundation, diversified portfolio, and continued commitment to innovation and sustainability, Bosch Limited is equipped to pursue emerging opportunities and drive sustainable growth.

Building the Next Phase of Growth

As we build the next phase of growth, I would like to express my sincere appreciation to our customers for their continued trust, to our associates for their commitment and resilience, to our partners for their collaboration, and to our shareholders for their confidence in our long-term vision.

I also extend my heartfelt gratitude to Dr. Pawan Goenka, in his capacity as Independent Director, and Mrs. Karin Gilges, in her role as Chief Financial Officer, for their valuable guidance, leadership, and contributions to Bosch India's progress. At the same time, we warmly welcome Mr. Tillmann Olsen as the new Chief Financial Officer and look forward to his leadership as we continue to advance our strategic priorities and shape the future of the business.

As we move forward under the theme "Powering Tomorrow. Together.", we do so with confidence, clarity, and a shared sense of purpose. Backed by a future-ready portfolio, a strong execution culture, and our continued commitment to innovation, sustainability, and operational excellence, Bosch Limited is well positioned to shape the next phase of growth and create lasting value for all stakeholders.

Warm Regards,

Guruprasad Mudlapur
Managing Director, Bosch Limited

Joint MD's Message

Turning Possibilities into Progress

Dear Shareholders,

It is a privilege to share my thoughts with you as we reflect on a year marked by resilience, transformation, and meaningful progress. Building on the foundation we articulated last year under the theme "Navigating the New; Building the Next," our journey in FY2025–26 has continued with renewed conviction under this year's theme, "Powering Tomorrow Together." This reflects our belief that the future of mobility and technology will be shaped not in isolation, but through purposeful collaboration—across customers, partners, ecosystems, and society.

We remain grateful to you, our shareholders, for your continued trust and confidence in Bosch Limited. Your steadfast support strengthens our resolve to pursue long-term, sustainable growth while navigating an increasingly dynamic business environment.

I also take this opportunity to express my sincere appreciation to Ms. Karin Gilges for her leadership as Chief Financial Officer, and to Dr. Pawan Kumar Goenka for his valued contribution as an Independent Director. I also warmly welcome Mr. Tillmann Olsen to Bosch Limited as our new Chief Financial Officer.

In a year defined by geopolitical uncertainties and evolving market conditions, the automotive industry continued to adapt to supply chain shifts, regulatory developments, and accelerating technological change. Against this backdrop, we remained steadfast in maintaining customer supplies through disciplined planning, resilient sourcing strategies, and close coordination across the value chain.

The recent reduction in GST slab rates for select vehicle segments has improved affordability and contributed to stronger demand momentum in the automotive market. For Bosch Limited, this has created greater opportunities to support our customers with cost-effective, feature-rich, and technology-driven solutions.

Our strategic direction remains firmly anchored in the four cornerstones that defined our approach last year—Mobility Efficiency, focused on enhancing logistics and transportation efficiency; Safety, with a commitment to reducing fatalities through advanced safety systems; Propulsion Energy, aimed at reducing reliance on oil imports through alternative propulsion technologies; and Consumer Driven, ensuring our offerings evolve with the aspirations of India's growing middle class and affluent consumers. In 2025–26, we have made tangible progress across these pillars, translating strategy into meaningful execution.

Electrification continues to gather pace as a critical pathway toward sustainable mobility. In this regard, we have taken a decisive step forward through our joint venture with Tata AutoComp Systems Ltd (TACO). This collaboration brings together Bosch's global technological expertise with strong local manufacturing capabilities to deliver localized electric mobility solutions, reinforcing our commitment to supporting India's transition to cleaner mobility with scalable, future-ready technologies.

Safety remains central to our purpose. Under our Safety cornerstone, our investments in ADAS for commercial vehicles represent a meaningful step toward saving lives and making Indian roads safer, with solutions engineered for local driving conditions.

As India prepares for CAFE 3, Bosch is enabling a "multi-powertrain pathway for India" through solutions spanning advanced combustion, natural gas, biofuels, hydrogen and electrification—helping OEMs achieve compliance while balancing customer needs and infrastructure readiness.

The rapid advancement of AI is transforming both software development and manufacturing. At Bosch, we are using AI to accelerate embedded software development and improve shop-floor quality, precision, and productivity through predictive and intelligent systems. Our approach remains grounded in responsible AI adoption, ensuring that innovation is complemented by reliability, safety, and governance.

Maintaining EBIT margins remains a priority amid pressures from rupee depreciation, raw material inflation, electronics cost inflation, and elevated logistics costs.

In response, we are increasing domestic value addition, driving productivity, enhancing efficiency, and accelerating localization across the value chain—structural measures that will strengthen resilience and competitiveness over time.

Our performance can be viewed through three strategic lenses—Grow, Deliver, and Shape, which reflect how we translate ambition into action.

We grow by building a market-oriented portfolio that creates high value across India's mobility journey. We deliver through disciplined execution that strengthens competitiveness and meets our business and financial goals. We shape the future by developing our people, advancing relevant technologies, and working with the broader ecosystem to address India's mobility needs, always with customer-centricity at the core of how we innovate, deliver, and create value.

A clear manifestation of this evolution is the increase in content per vehicle, driven by rising demand for safety systems, electrification, electronics, and software-defined features. As vehicles become more integrated, Bosch is well positioned to deliver end-to-end solutions that enhance performance, safety, and user experience.

Looking forward

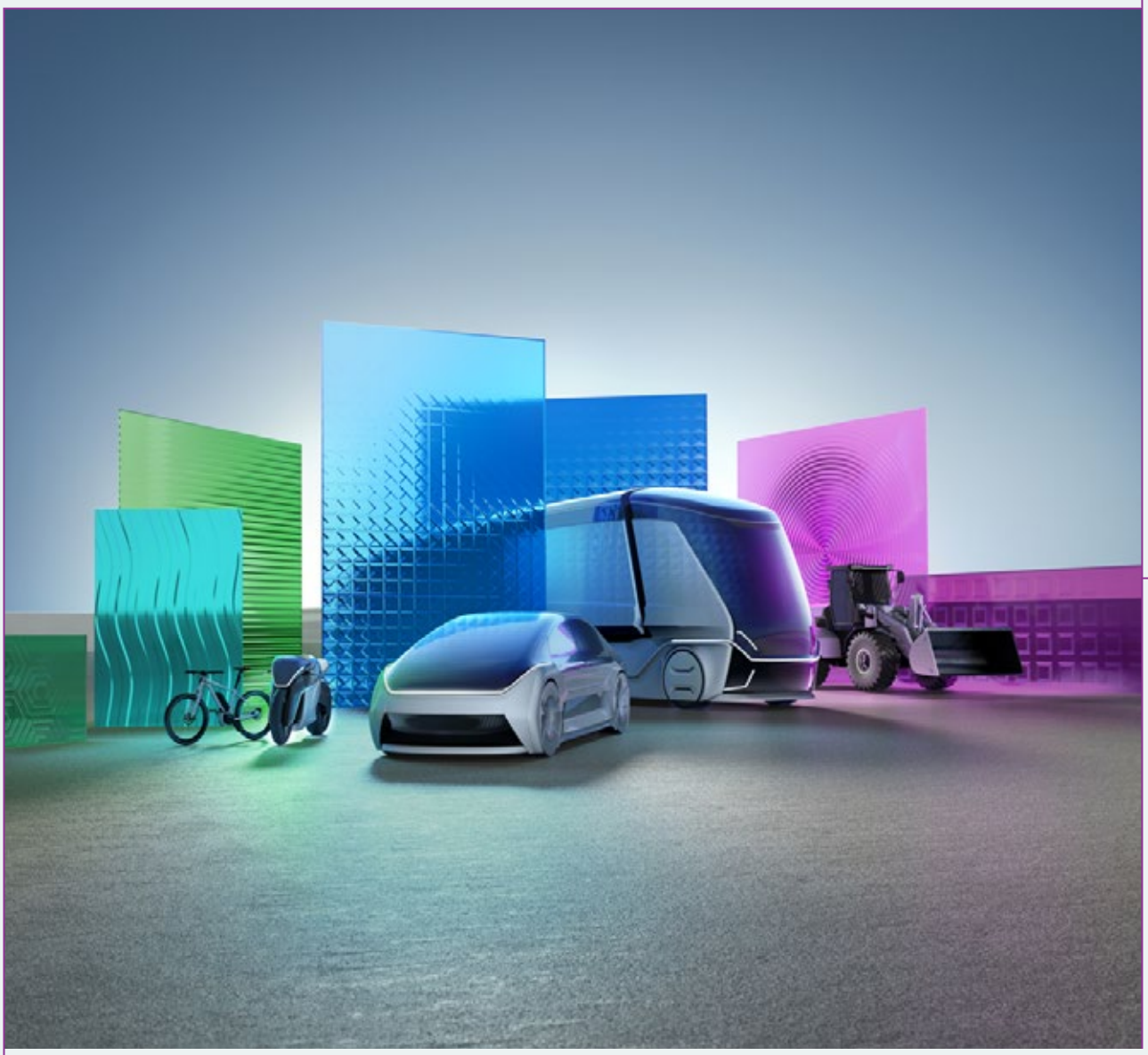
As we look ahead, we remain confident in India's growth trajectory and in Bosch Limited's role in enabling it. Our commitment extends beyond business performance; to contributing meaningfully to society through technologies that enhance safety, improve quality of life, and protect the environment.

Guided by our purpose and strengthened by collaboration, we will continue to create solutions that make mobility and industry: Smarter. Safer. Cleaner.

Together—with our customers, partners, and society—we will continue Powering Tomorrow. Together.

Warm Regards,

Sandeep Nelamangala
Joint Managing Director,
Bosch Limited



Engineering the Next Era of Mobility

India's mobility story is being rewritten — not incrementally, but fundamentally. The roads of tomorrow will carry vehicles that are advanced, smarter, and more connected than anything that came before. And at the center of this transformation, Bosch stands not merely as a supplier, but as a committed architect of India's sustainable mobility future.

2026 marks a defining chapter. India's automotive landscape is shifting on multiple axes simultaneously — tightening emission norms, accelerating electrification, and the dawn of software-defined vehicles that evolve long after they leave the factory floor. Bosch India is not simply adapting to these changes — it is actively shaping the mobility of tomorrow, investing strategically in Electrification and Advanced Driver Assistance Systems, while continuing to strengthen its position in core technologies.

This report captures that spirit across every dimension of our business. From distributed to centralized E/E architectures and scalable ADAS solutions, to hydrogen fuel component testing infrastructure that supports national pilot projects, to two-wheeler powertrain and safety systems scaled in India — Bosch's depth and breadth in India's mobility ecosystem is diversifying with each passing day.

But the word that matters most in our theme is not "Powering" — it is "Together." Our landmark joint ventures in 2026 — to engineer and manufacture eAxle systems and electric motors, and to develop advanced electronically controlled air systems for commercial vehicles — are a testament to this belief. These partnerships, built on shared ambition and complementary strengths, reflect the same conviction: that the future of mobility in India will be built in collaboration — with partners, with OEMs, with the ecosystem, and with the nation. Here are the business domain updates that tell this story.

Bosch Power Solutions - India: Driving Sustainable Mobility through New Synergies

India has been rapidly transforming its energy sector to enhance energy security and sustainability. The government focuses on affordability, accessibility, clean energy, and indigenous solutions to reduce reliance on fossil fuels, especially in power, transportation, and industry.

Alternate energy sources like hydrogen for long-haul transport and electric mobility for Passenger Vehicles (PVs), Light Commercial Vehicles (LCVs), and public transport buses are gaining traction. Natural gas and biofuel blends complement this diverse energy mix, supported by policies and incentives such as production-linked schemes.

While conventional fuels remain relevant during the infrastructure build-out for alternative energies, Bosch's Power Solutions division continues to support OEMs with innovative technologies, driving India's transition towards a sustainable energy future.

Classical Business

Bosch's offerings for conventional fuels like diesel and gasoline focus on optimized internal combustion engines with low raw emissions alongside natural gas, hydrogen, and biofuel systems.

The passenger car segment is undergoing a technology transformation, with active dialogues ongoing regarding the next phases of the Corporate Average Fuel Economy (CAFE) norms. Hybrid electric vehicles of varying topologies have massive potential to complement the electrification of this vehicle segment, as they offer significant benefits in fuel economy, efficiency, power, and comfort at affordable price adders while also addressing the present constraints of battery electric vehicles. Bosch Power Solutions also offers a 48V Performance Battery Pack, Battery Management System (BMS), Vehicle Control Units (VCUs), System engineering and calibration services.

Biofuels

Our commitment to biofuels is reflected in our collaboration with Indian manufacturers to develop vehicle technologies compatible with both E20 and E85 fuels.

As India accelerates its transition toward sustainable mobility, the government has been encouraging manufacturers to develop vehicle technologies compatible with E20 fuel, while also supporting the long-term ambition of E85 adoption in the country. Ethanol-based fuels are emerging as a pivotal pillar in reducing fossil fuel dependence, lowering emissions, and strengthening energy security. In this space, Bosch Power Solutions in India offers flex-fuel vehicle technology with an injection system that can operate on gasoline, any gasoline-ethanol mixture ratio, or pure ethanol.

Recognizing this immense opportunity, an OEM partner had launched India's first E85-compatible flex-fuel vehicle this year, marking a groundbreaking milestone in the country's sustainable mobility journey. At the core of this achievement is Bosch's comprehensive system solution, engineered to ensure seamless and reliable engine operation across highly diverse ethanol blends.

We also continuously work on refining natural gas powertrain solutions for commercial vehicles, providing comprehensive systems expertise, consulting services, and proven components for a wide range of engine and vehicle models.

Thermal Management

Electric powertrain systems are becoming more powerful and efficient. Hence, the right thermal management design is constantly gaining significance, ensuring more range and comfort in electric and hybrid vehicles and therefore more driving fun. Bosch offers solutions such as Fan module, Electric refrigerant compressor, Electric coolant pump, and Air conditioning blower module.

Commercial Vehicle Group

Effective 2025, Power Solutions – India would lead the Commercial Vehicle (CV) segment powertrain and vehicle technology business. Regulations around vehicle technologies are being deliberated by the Government of India (e.g., ADAS and Brake systems) – further initiatives are expected in the current year. In addition to power solutions, including Electrification and Hydrogen, the market will be driven by ADAS, advanced E/E architecture,

Braking, Steering and other vehicle technology solutions.
Our Commercial Vehicle Group will actively shape, lead the technology and contribute to the market success of Indian truck OEMs.

Battery and Energy Management

For electrified powertrains, Power Solutions in India has introduced advanced Energy management systems, including a 12V Li-ion powernet auxiliary battery, software modules for Battery Management Systems (BMS), Intelligent energy recovery, and thermal regulation—critical for enhancing vehicle range, performance, and safety across Indian offerings.

Advancing Through Connectivity and Software-Driven Intelligence

Power Solutions - India offers connectivity and software-driven intelligence into its core offerings. The division continued to transition from a hardware-centric model to a software-defined, systems-based approach, enabling scalable, future-ready mobility solutions.

Cloud-Based Connectivity

Powertrain Control Units (PCUs) are enhanced with cloud connectivity and Over-The-Air (OTA) capabilities, facilitating real-time diagnostics, predictive maintenance, and remote calibration. These features are critical in supporting customers' shift toward smarter and more efficient fleet operations.

Hydrogen Technology

Bosch in India has a long-established hydrogen fuel component test facility, including leakage detection for Multi-Purpose Gas Injector, Hydrogen Injection Port Fuel Injector, and Hydrogen Injection Fuel Rails systems—reinforcing its commitment to enabling Ministry of New and Renewable Energy (MNRE) pilot projects.

Two-Wheelers and Powersports: Powering the Ride of Tomorrow

For millions of riders, the journey of tomorrow is promised to be safer, efficient, and more connected. This transformation is being led at the forefront by Bosch, alongside all our major partners. Tomorrow's mobility is being powered through the provision of pioneering solutions in assistance, powertrain, and electrification, tailored to the evolving needs of every rider.

2025 was marked as a pivotal year, a real testament to the vision by which safer, more efficient, and more enjoyable riding is being pursued. Operations on two-wheeler Anti-lock braking system (ABS) were scaled, with rider safety being contributed to significantly through Bosch technology. The scaling-up of industry transformation in meeting tougher emission norms was led by a comprehensive portfolio of Engine Management System (EMS) technologies — encompassing components such as lambda sensors to Electronic Control Units (ECUs). This incredible work was conceived and built right here under 'Make in India.'

For Fiscal Year 2025–26, outstanding results were shown by the two-wheeler business at RBIN, with significant growth being recorded on both the top and bottom line, backed by robust financial management. A monumental ramp-up of Lambda sensor mini-heated (LSFmh) for OBD2 was achieved as a key highlight, enabling new milestones to be reached with considerable top-line growth.

An opportunity to increase market share was presented by new legislation in 2025, along with market opportunities such as tax benefits, GST reduction, technology trends, premiumization, and evolving user expectations, to name a few. The year was marked as key for sustainability goals to be emphasized.

Guided by the "By Riders, For Riders" philosophy, the mission of making every two-wheeler ride safer, more sustainable, and more enjoyable experience is continuously being pursued.

Bosch Mobility: Aftermarket

Bosch Mobility Aftermarket is dedicated to powering the future of mobility, ensuring vehicles remain reliable and ready for whatever lies ahead. Our vision is to be the most trusted partner of choice, in the automotive aftermarket, a goal we pursue through strategic initiatives centered on comprehensive growth, innovation, and collaborative success. We aim to achieve this by maintaining a strong presence across all segments – Commercial Vehicles (CV), Passenger Cars (PC), and Two-Wheelers (2W), offering a wide-ranging portfolio of parts, services and diagnostics, all powered by technology-led innovation, strategic collaboration, and consistently driven execution.

We are continuously expanding and evolving our product portfolio to meet tomorrow's demands. In continuation to the already introduced BS6-compliant synthetic engine oils for passenger cars and two-wheelers, Tyre Pressure Monitoring System and the global-first launch of CV brake liners in India etc., we now aim for a strategic expansion into new product families. These additions play a crucial role in strengthening our product portfolio.

We are consistently evaluating new categories to ensure our partners have the tools they need to succeed. Crucially, our ongoing content development for diagnostics, especially for new-generation passenger vehicles, will further empower our service partners, enabling them to handle complex repairs efficiently and reliably, thereby boosting customer confidence and workshop traffic.

Underpinning this expansion is our commitment to a robust and collaborative service network. Our increased investment in this area will, in turn, enable us to provide more comprehensive solutions and significantly boost footfall across all our service networks.

We are leveraging the power of data and digitalization to accelerate growth. We are deploying advanced analytics coming out of service tools. We gain deep insights into market opportunities, precisely identify "white spots," and refine our distribution strategy to ensure our products and services reach where they are needed most.

Through these concerted efforts, Bosch Mobility Aftermarket continues to set new benchmarks for excellence, innovation, and leadership, truly "Powering Tomorrow. Together."

Conclusion: Powering Tomorrow. Together.

This theme is not merely a headline – it is a lived reality woven through every business we operate in India.

We have scaled two-wheeler safety systems and engine management solutions that protect millions of riders while caring for the environment they ride through. We have advanced thermal management, battery intelligence, and connectivity platforms that make electric and hybrid vehicles more capable, more reliable, and more trusted by the people who depend on them. And we have invested in hydrogen infrastructure at a time when the technology still demands conviction over certainty – because that is precisely when technological advancement matters most.

India is emerging as a pivotal force in the global transition to software-defined vehicles. The value of a vehicle is no longer measured solely by what is under the hood – it is increasingly defined by the intelligence embedded in its software. Cars are evolving into networked computing platforms whose capabilities can be expanded through over-the-air updates, long after they leave the showroom floor. Our investments in cloud connectivity, OTA capabilities, and next-generation E/E architectures are not features of tomorrow. They are commitments we are delivering on today.

The road ahead will not be without complexity. Multiple energy pathways, rapidly evolving regulations, and the enduring challenge of engineering premium technology at India-specific economics will continue to test us. But these are not obstacles to our ambition – they are the very reasons our ambition exists. Through every shift in the landscape, our Invented for Life philosophy remains our steady compass: grounding our decisions in purpose, and our innovations in genuine human need.

Powering Tomorrow. Together – with every partner we support, every rider we protect, every fleet we connect, and every community we serve. The future of Indian mobility is not a distant promise. It is being built right here, right now. And we are proud to be supporting its exponential growth.

Beyond Mobility: Engineering Smart Infrastructure

Building Technologies - Fire Systems

The Fire Systems segment in India is expected to witness steady growth, supported by ongoing infrastructure development, a strong construction pipeline, stricter regulatory enforcement, and increasing awareness of fire safety standards. However, the market remains highly competitive, and price-sensitive, characterized by a fragmented landscape of international and domestic players. The current market size is estimated at approximately ₹1,200 Crores.

Bosch Building Technologies provides a comprehensive portfolio of fire safety solutions, from our Safety Systems Designer tool for planning and designing fire protection systems, to future-proof panels and highly reliable detectors. The company also offers additional services for configuring and maintaining systems remotely, ensuring ongoing safety and efficiency. Our goal is to reduce risks, enhance safety, and deliver the most suitable solution for every type of building. We offer cutting-edge technologies across a wide range of sectors including Transportation, Industries, Energy, Healthcare, Commercial and Residential.

During the year, as a part of global restructuring, the “Video solutions, Access & Intrusion and Communication systems” business of Building Technology division was hived off in May 2025. The division would now focus on “Fire Safety” business. The outlook for 2026–27 remains promising, and sales revenue is expected to post strong growth.

Power Tools: Shaping a Better Tomorrow

Power Tools segment is dedicated to supporting India’s infrastructure push and strengthening its manufacturing setup to fuel the country’s growth story. With a strong focus on user experience, our commitment is to fascinate users with world-class products while ensuring their health and safety.

To strengthen our leadership position, we will accelerate our Go-To-Market approach, extending reach to retailers in Tier 3 & 4 cities, focusing on the key users, engaging with SMEs, and embracing new digital platforms. Our aim is to enhance efficiency and transparency in channel partnerships through digitization, fostering sustainable growth. Additionally, we are expanding our product and service portfolio to meet diverse industry demands across applications. We will also enhance competence and capacity for local engineering and production at the Chennai plant, hiring and nurturing talent to global standards and creating employment opportunities.

Key Highlights of FY 2025–26

Achieved a growth of 6.4 percent, driven by Manufacturing which contributed 28 percent to total power tool sales in India and Cordless sales growth, new product segments like eMPP product segments, measuring tools and Outdoor Garden equipment.

EBIT reached **7 percent in FY 2025–26**, with Manufacturing contributing 10 percent to EBIT.

Amplified awareness of new launches across retail outlets through a blend of digital tools and traditional outreach, driving the **onboarding of 20,000+ outlets via 2,000 dealers.**

Strengthened market presence by onboarding **200+ new dealers**, expanding our network and deepening reach in strategic regions.

Achieved a milestone of ₹1,700 million in cordless (CL) sales in 2025, marking a **25 percent growth over PY**. This success was largely driven by the impactful **Cordless Mega Campaign & tactical price interventions in critical SKUs**. The **Cordless Exchange Offer** alone contributed over **2,000 tool sales across 200 dealers**, significantly boosting engagement among our dealers and end users.

1st BIS-certified power tool plant in India for Drills, Grinders & Hammers.

The newly launched **GMB 38, GWS 700 and GCM 340** have received an excellent market response, effectively meeting the needs of both key users and trade partners

Celebrated **10 years of successful production in Chennai**. First Angle Grinder Exports to Europe.

Outdoor Garden Segment Introduced **5 innovative cordless garden** tools to build a future-ready portfolio and strengthen Bosch's position in a fast-growing category

Hand Tools, we added **30 new products** with a focus on DIY and artisan category.

Measuring Tools recorded a strong **+12 percent annual business growth**, supported by exceptional performance in the Thermal & Detection category, which achieved +35 percent turnover growth, reflecting our focused efforts to expand market share and reinforce our leadership position in the segment.

Strengthened our service footprint by **expanding into 15 new towns** and adding over **40 authorized partners**, supported by initiatives like Online Repair, Service Prime, e-Warranty, Repair Warranty, and BASS SMS updates to enhance user experience.

Product Expansion

In 2026, Bosch Power Tools reinforced its position as a holistic solutions provider by broadening its portfolio across key categories, including cordless power tools, measuring tools, accessories, hand tools and outdoor solutions.

The expansion reflects a sharper focus on delivering versatile, high-performance products that cater to the evolving needs of professionals across applications. With the addition of hand tools, alongside advancements in precision measuring and durable accessories, Bosch continues to strengthen its complete ecosystem approach. Complemented by cordless-driven outdoor innovations, the portfolio is designed to enhance productivity, reliability, and ease of use on every jobsite.

Bosch Personal Protective Equipment (PPE) for Professionals

Bosch Power Tools has always placed safety at the core of its philosophy. Strengthening this commitment, we expanded into the Personal Protective Equipment (PPE) segment, building on our legacy of quality, innovation, and reliability. With a focused portfolio designed to deliver trusted protection and everyday comfort, we introduced Bosch Safety Helmets as a key milestone in this journey. This marks our transition toward becoming a safety solutions provider alongside our strong power tools portfolio.

Innovative Solutions for Enhanced Performance Connectivity

The construction industry is experiencing a significant shift toward higher automation, pre-fabrication, and digital solutions. This transformation is streamlining processes, reducing the reliance on excessive labour and tools on-site, and presenting new opportunities to simplify the work lives of our users.

VIBRATION CONTROL

Vibration Control

Prolonged exposure to high levels of vibration can result in fatigue, decreased productivity, and, in severe cases, Hand-Arm Vibration Syndrome (HAVS), commonly known as Vibration White Finger. Our VIBRATION CONTROL side handle is designed to enhance user comfort and control, addressing the above concerns.

Dust Solution

Ensuring a clean work environment is paramount for efficient and precise task execution while prolonging the lifespan of tools and accessories by reducing dust accumulation. Our specialized Dust Extraction System integrates dust extractors and power tools, effectively safeguarding users from hazardous dust emissions and promoting greater working speed while minimizing health hazards.

Biturbo

Empowered with a robust brushless motor and seamless integration with ProCORE18V batteries, BITURBO tools unleash the full potential for professionals to tackle even the most demanding tasks with ease and efficiency.

Cyclon Technology

Our groundbreaking Cyclon Technology eliminates up to 90 percent of cooling air dust, significantly prolonging the motor's lifespan when the dust collection box is regularly cleaned. This innovation is particularly beneficial for highly polluted work environments, ensuring consistent and durable performance.

One Chuck

One single chuck fits SDS-plus, cylindrical and hex drill bits. Gets more precise drilling results as user do not need an extra adaptor on the tool. No need to pay a higher price Quick-Change chuck version of the hammer without risk of losing the additional component, since it is embedded on tool

KICKBACK CONTROL

Kickback Control

The integrated intelligent sensors monitor the tool body movements. When they detect sudden and unforeseeable rotation around the drilling axis, the tool stops working for a few seconds with the HMI light flashing. Then the users will know that they have been protected from the risk of injury. It adds a protection mechanism apart from safety clutch feature

CoolPack Technology

Bosch's CoolPack technology is an advanced thermal management system designed to enhance the performance and longevity of lithium-ion batteries used in their professional power tools. By efficiently dissipating heat, Cool Pack ensures that batteries remain cooler during operation, which is crucial for maintaining optimal performance and extending battery life.

Tabless Technology

Bosch's new tabless battery technology in the ProCORE18V+ reduces internal resistance by 50 percent, enabling faster energy flow and lower heat generation. This results in up to 71 percent longer runtime and extended battery life, even under heavy loads. Paired with COOLPACK 2.0, it delivers top-tier cordless performance in a compact form.

Power Tools Manufacturing Plant, Chennai (Tamil Nadu)

As India's leading power tools manufacturer, the 7,000 sq.m Oragadam (Tamil Nadu) facility produces core products including Angle Grinders, Marble Cutters, Blowers, Drills, and Hammers. The Chennai Plant has transitioned into a pivotal hub for the Global Power Tools strategy, combining production milestones (15 million tools in 2023, heading toward 20 million tools in 2026), high-efficiency localized engineering, and a 100 percent women-led shop floor operating under complete carbon neutrality.

Manufacturing Excellence and Global Strategy

Effective April 1, 2024, Power Tools India operates as a distinct region. To date, Chennai Plant has achieved a local component share of over 70 percent and a product localization rate of over 74 percent. Chennai plant is a global supplier of Blowers and Angle Grinders (starting in 2025) with overall export share of over 15 percent.

Diversity & Sustainability

Demonstrating a strong commitment to diversity and sustainability, the facility operates with a unique 100percent women-led shop floor while maintaining ISO 14001:2015 and ISO 45001:2018 certifications and complete carbon neutrality through in-house solar and green energy procurement.

A Decade of Distinction: Bosch ChiP Power Tools, Chennai Celebrates 10 Years of Innovation and Excellence!

ChiP secures India's 1st BIS Certification for Power Tools

People Update

Building Capabilities for Tomorrow

Bosch India is operating in a phase of significant business transformation. While global headwinds persist, we remain on a strong growth trajectory, with ambitions to achieve multifold growth in the years ahead. Our organization continues to benefit from its strong legacy in automotive, engineering, and manufacturing, complemented by deep and trusted customer relationships.

As market expectations evolve toward affordable quality and faster innovation, the rise of electric vehicles, software-defined mobility, connected systems, and smart manufacturing is fundamentally reshaping the business landscape. To support this transition, we are balancing the need to sustain our core business capabilities while investing in future-ready technologies, skills, and talent that will power our next phase of growth.

We are also reimagining our workforce model. While our talent base remains strong across established domains, we are progressively strengthening capabilities in embedded software, artificial intelligence, analytics, mechatronics, and digital product development. Faster time-to-market and increased localization are further reinforcing India's role as a cost-effective innovation hub within the Bosch ecosystem.

Our people strategy is therefore centered on workforce transformation through reskilling, upskilling, and sustained capability development. Through strategic workforce planning, we are moving beyond traditional headcount management toward a more integrated approach focused on role criticality, demand forecasting,

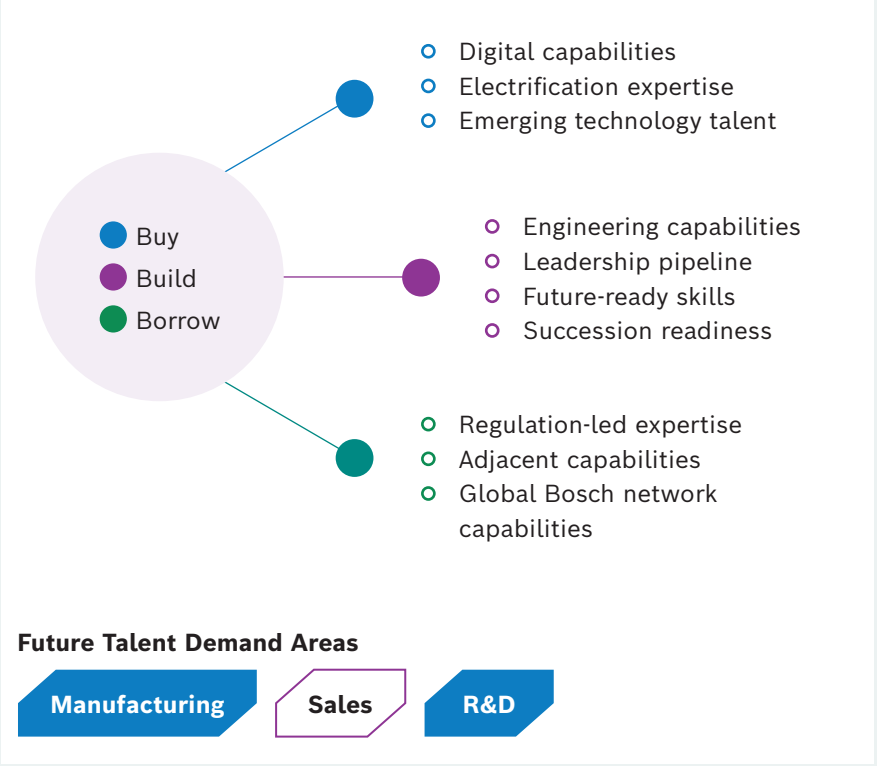
productivity optimization, and flexible talent deployment. Structured capability academies, role-based learning journeys, expert-led development programs, and measurable readiness frameworks are helping prepare our workforce for future-critical roles.

At the same time, portfolio evolution, supply chain uncertainties, and global volatility require us to strengthen internal talent mobility, leadership resilience, and organizational adaptability. Our future leaders are being equipped to manage ambiguity, balance innovation with cost discipline, drive transformation, and build talent across businesses and functions.

Overall, our HR organization remains focused on enabling transformation through strategic workforce planning, talent management, leadership and succession development, internal career mobility, a high-performance culture, enhanced employee experience, and our aspiration to position Bosch India as a talent magnet.

Strategic Workforce Planning

Bosch India is navigating the shift from traditional automotive strengths toward electrification, hydrogen, hybrid vehicles, digital mobility, smart manufacturing, cordless product expansion and marketing excellence to drive business. Our workforce strategy is now focused on building a talent pipeline to enable future business needs. We have focused our efforts in buying scarce, fast-moving digital and electrification capabilities. Build core engineering and leadership skills to scale succession, and borrow regulation-led or adjacent capabilities for flexibility from our global network. Based on the analyses, largest increments are needed in manufacturing, sales, and R&D. Hence, we have made proactive plans to invest ahead of the curve by prioritizing critical capability requirements for a future-ready workforce.



Succession Planning and Career Mobility

At Bosch India, succession planning and career mobility are interconnected levers that help build a strong and future-ready talent pipeline.

Our succession planning approach is becoming increasingly strategic, with a clear focus on future-critical roles and capabilities. By identifying key positions and assessing ready-now and near-ready talent, we are strengthening leadership continuity and building a robust leadership pipeline for the future.

For senior leadership positions, we are focused on identifying multiple successors to ensure organizational resilience and business continuity.

In areas where specialised capabilities are still emerging, we continue to build external talent pipelines to complement internal readiness.

~80 percent

Successor Coverage Across Critical Positions

Enabling Internal Mobility

Our internal talent marketplace continues to create meaningful career opportunities across the organization. During the year, more than **180 associates** moved across roles, functions, and businesses, gaining broader enterprise exposure while strengthening cross-functional collaboration and organizational agility.

180+
Internal Role Movements Across Businesses and Functions

Exploring New Possibilities Through STEP

To further strengthen career mobility, we launched the Short-Term Exchange Program (STEP). The program enables associates to explore new roles, teams, and business units through structured assignments and immersive learning experiences, helping them build new capabilities while expanding their professional horizons.

Expanding Global Perspectives

We currently have approximately 50 outbound associates and around 20 expatriates (XPATs) working with us through both short-term and long-term international assignments. These opportunities provide valuable cross-cultural exposure, broaden global perspectives, and support professional development across geographies.

50
Outbound Assignments

20
XPATs

Bringing Clarity to Career Growth

To make career progression more transparent and structured, we have implemented a Job Architecture Program featuring clearly defined job descriptions and a consistent role framework aligned with business needs. The initiative has improved role clarity, strengthened workforce planning, and enhanced visibility into career pathways.

84 percent
Headcount Covered Through Job Architecture

Personalizing Careers Through AI

We are also leveraging artificial intelligence through the launch of Career Lattice, a platform designed to make career development more personalized and future-focused. By matching employee skills with emerging roles and development opportunities, Career Lattice is helping create a transparent, agile, and future-ready internal talent marketplace that supports growth, reskilling, and retention.

Building High-Performance Culture

We recognize that future ambitions require more than incremental change. As our business evolves, we are consciously strengthening a culture that combines operational excellence with agility, innovation, and speed of execution.

While process discipline remains one of our enduring strengths, it is increasingly complemented by faster innovation, quicker decision-making, and greater responsiveness to market opportunities. In line with this shift, our performance management approach is becoming sharper and more continuous, with a stronger emphasis on goal clarity, regular feedback, capability development, and timely recognition.

Reinforcing a Culture of Ownership

Our high-performance culture is anchored in:

- Stronger accountability
- Recognition of high performers
- Encouragement of calculated risk-taking
- Meaningful performance differentiation
- Fair and transparent consequence management

To support this approach, we have strengthened leadership calibration through the 9-box methodology for performance and potential assessment, clarified role-based expectations, and introduced clearer consequence management practices to ensure differentiation remains credible, fair, and widely accepted.

High-Performance Culture Framework

Goal Clarity | Continuous Feedback | Capability Development | Recognition | Accountability

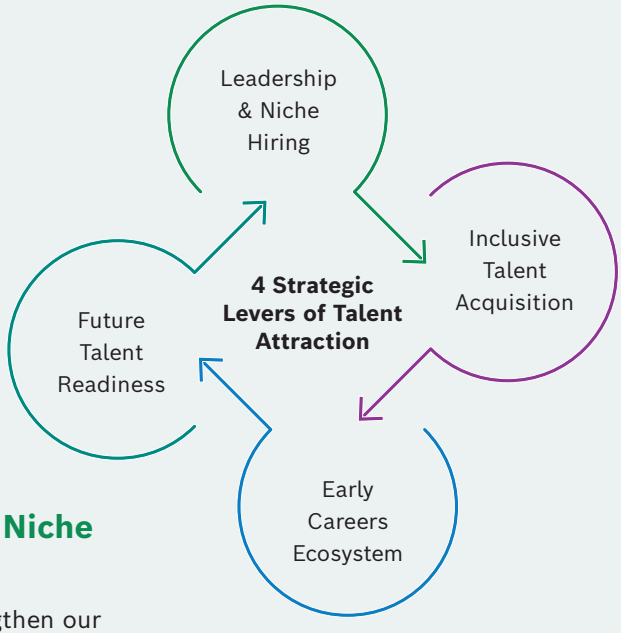
Performance Differentiation and Talent Development

We follow a structured performance rating framework that supports meaningful differentiation and targeted talent development. Employees in the lower performance band are placed on focused improvement plans, complemented by tailored development interventions and close performance monitoring. Employees in the higher performance band are identified as future talent and supported through customized development journeys, including strategic assignments, global project exposure, and differentiated rewards aligned with their contribution and potential.

Bosch as a Talent Magnet

Attracting Talent. Enabling Futures.

At Bosch, talent acquisition and attraction have evolved into strategic enablers of business growth. Our approach is built around four key priorities that support both current and future talent requirements.



Future-Proofing Leadership and Niche Capabilities

We continue to strengthen our talent pipeline through strategic lateral hiring, particularly for leadership positions and specialized capabilities that are critical to future business growth.

Advancing Inclusive Hiring

We are actively challenging traditional gender narratives, particularly within manufacturing environments, to create broader opportunities for diverse talent and build a more inclusive workforce.

Strengthening the Early-Career Ecosystem

We continue to invest in early-career talent to address the twin challenges of declining participation in non-circuit engineering disciplines and increasing competition for similar talent pools across industries.

For entry-level roles, we have increased our early-career talent absorption by nearly **eight times** over the last few years, helping build a sustainable pipeline of future-ready talent.

Responding to a Changing Talent Landscape

As the boundaries between industries continue to blur, competition for skilled talent is intensifying. Our talent strategy is focused on creating differentiated employee value propositions and career opportunities that help attract and retain high-potential talent across disciplines. During 2025–26, more than 25 percent of our external hires were women associates, reflecting our continued commitment to building a diverse and inclusive workplace.

25+ percent
Women in External Hires

Leadership Capability Building and Learning Architecture

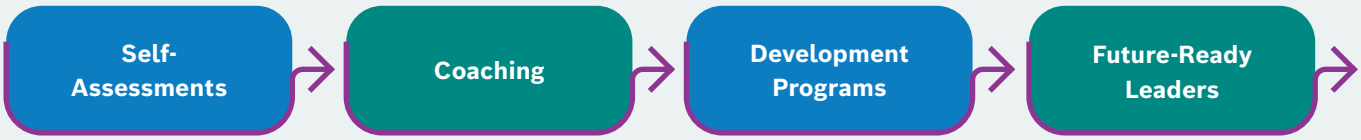
Leadership development and learning are integrated enablers of our business performance and long-term organizational growth.

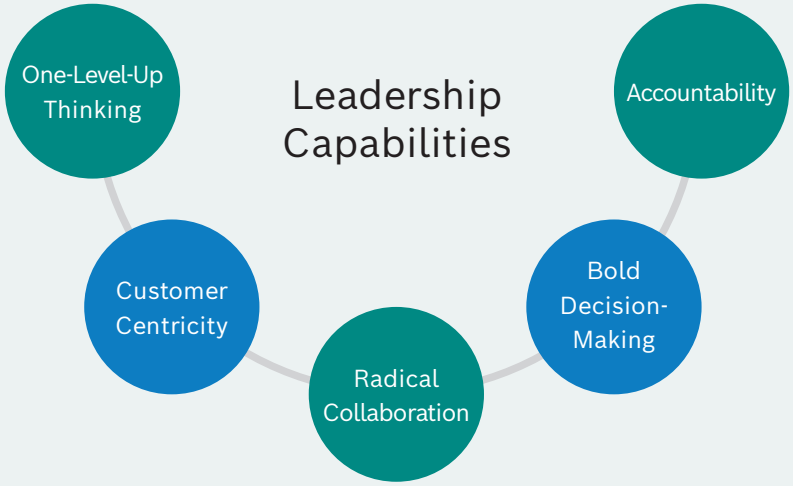
Our Leadership Enablement and Development Framework is designed to build a future-ready leadership bench by strengthening the capabilities of leaders who play a critical role in driving business performance and transformation.

Leadership Enablement and Development Framework

We develop future leaders through a combination of self-assessments, one-on-one coaching, and customized development programs. These interventions help leaders cultivate capabilities such as one-level-up thinking, customer centricity, radical collaboration, and bold decision-making with accountability.

Leadership Development Journey





Rewards

As Bosch India progresses toward its growth ambitions, our talent philosophy remains focused on fostering a high-performance culture and strategically rewarding the individuals who drive our success.

Competitive and Market-Aligned Rewards

Our Total Rewards framework is designed to be competitive while remaining firmly anchored in the principles of transparency, equity, and fairness. By continuously benchmarking compensation and benefits against leading organizations in the industry, we ensure that our offerings remain attractive, market-aligned, and effective in attracting and retaining top talent.

Total Rewards Statement (TRS)

Insights gathered from our associates have played an important role in shaping our approach. In response to employee feedback, we developed a customized Total Rewards Statement (TRS) that clearly articulates our Employer Value Proposition. The platform provides associates with transparent, on-demand access to information relating to:

- Compensation structures
- Benefits
- Work-life balance initiatives
- Learning and development opportunities

Creating a Culture of Recognition

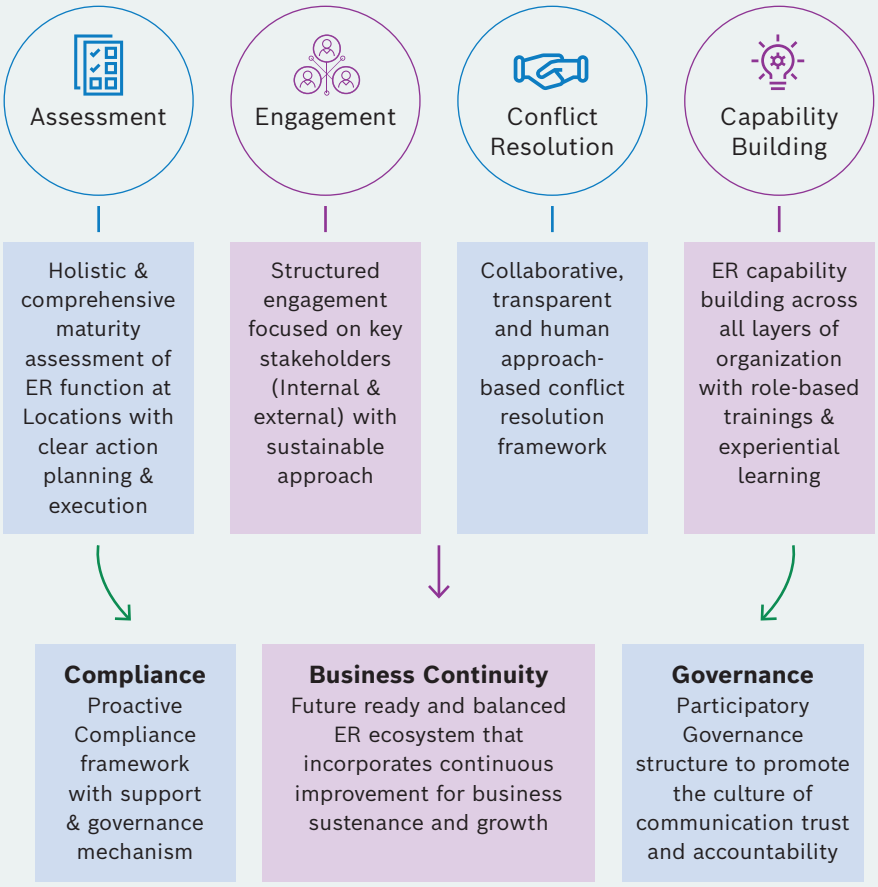
Beyond rewards, we continue to encourage cross-functional mobility and provide associates with multiple development opportunities through structured career movement programs. We also actively nurture a culture of recognition through initiatives that promote participation, collaboration, appreciation, and team success.

Rewarding Performance and Retaining Talent

To further strengthen retention and competitiveness, Bosch has benchmarked industry practices and implemented salary increases that are above the market average, reinforcing our commitment to recognizing performance and ensuring market-aligned compensation.

Employee Relations

The strategic intent of Employee Relations (ER) is to build a resilient, compliant, and people-centric ecosystem that strengthens governance, enables organizational compliance, and supports business continuity. This is driven through four key pillars stated below.



Preparedness for Labor Code Implementation

In anticipation of the Labor Code rollout in November 2025, we developed and released a comprehensive Labor Code Playbook to support a planned and consistent transition across Bosch locations.

Recognizing the significance of the Labor Codes in reshaping India's regulatory framework, the playbook was designed as a practical reference guide covering applicability, interpretative guidance, and key compliance requirements. It provides a common framework to support consistent implementation and decision-making across locations.

To strengthen adoption, we conducted structured discussions and training sessions for key stakeholders, including HR teams, business leaders, and operational functions. These interventions focused on building awareness, enhancing understanding of regulatory provisions, and supporting their effective application in day-to-day operations.

Building Labor Code Readiness

Alongside the playbook, Labor Code awareness programs and workshops were conducted through the Bosch ER Academy to prepare stakeholders for the upcoming changes. These initiatives helped strengthen compliance readiness, improve governance practices, and promote greater consistency in implementation across the organization.

Together, these efforts have supported a structured transition toward Labor Code compliance while reinforcing Employee Relations as an important contributor to a stable, compliant, and future-ready workplace.

Labor Code Readiness Journey

Labor Code Playbook

↓

Stakeholder Training & Discussions

↓

Bosch ER Academy Workshops

↓

Compliance Readiness

↓

Improved Governance & Consistent Decision-Making

Bosch ER Academy

Bosch India continued its capability-building journey under the Bosch ERA framework with the launch of the Essentials of Employee Relations Web-Based Training (WBT) module at the ER Conference. Designed to enable consistent learning at scale, the program provides a structured understanding of the evolution of work and employment relationships, covering industrial relations fundamentals, employment frameworks, and workforce representation.

BOSCH ERA
Learn. Adapt. Transform.

Learning Architecture Under Bosch ERA

Core Modules

- Grievance Management
- Disciplinary Process
- Contract Labor Management
- Conflict Resolution

New Capability-Building Interventions

- Dealing with Collectives (Unions)
- Demystifying Labor Codes

The newly introduced programs were designed to strengthen leadership capability in managing workforce dynamics and navigating regulatory changes. Delivered through case-based discussions and role-based learning, the interventions focused on practical application and real-world workplace scenarios.

500+
Participants Covered across Stakeholder Groups

AccelERating Growth

At the ER Conference held at the Nashik Plant under the theme 'AccelERating Growth' Bosch reinforced the role of Employee Relations as a strategic enabler of business performance.

The conference brought together ER and HR leaders to align on priorities centred around organizational agility, workforce stability, and productivity. The AccelERate Showcase further enabled cross-location learning by highlighting practical, growth-oriented initiatives and best practices from across the organization.

ER Assessment & Governance

To strengthen Employee Relations governance across locations, we institutionalized the Employee Relations Quick Check (ERQC) as a structured assessment framework for evaluating the effectiveness and maturity of ER practices.

Employee Relations Quick Check (ERQC)

Framework Characteristics

- Conducted through inter-plant assessments
- Led by trained internal assessors
- Covers 17 critical ER processes
- Process-driven and developmental in nature
- Focused on continuous improvement rather than audit compliance

Assessment Areas

The framework evaluates key Employee Relations processes, including:

- Long-Term Wage Settlements
- Performance Management
- Grievance Handling
- Litigation Management
- Contract Labor Management
- Other critical ER practices

A Preventive Approach to Risk Management

The ERQC framework goes beyond statutory compliance by assessing both process adherence and on-ground effectiveness. Designed as a developmental tool rather than an audit mechanism, it helps identify potential risks and improvement opportunities at an early stage, enabling timely interventions and reducing the likelihood of escalations.

Outcomes

Governance Benefits	Organizational Benefits
Stronger ER Governance	Improved Risk Management
Better Process Discipline	Reduced Escalation Risks
Enhanced Compliance Readiness	Greater Consistency Across Locations
Improved ER Hygiene	Better Alignment of IR & ER Practices

HR Digitalization

Strengthening Compliance Through Digital Enablement

We continue to strengthen compliance and governance through the deployment of integrated digital platforms that enhance visibility, control, and consistency across Employee Relations processes.

Contract Employees Management System (CEMS)

Implemented through the BeeForce platform, our Contract Employees Management System (CEMS) enables end-to-end management of contract employees through built-in controls aligned with internal policies and statutory requirements. The platform provides real-time visibility into workforce deployment, standardized onboarding and offboarding processes, and automated alerts related to contract validity, license limits, and work-hour thresholds. These capabilities have strengthened oversight while supporting more effective risk management.

Enhancing Compliance Management

We have further strengthened compliance governance through the Vendor Compliance Management System, powered by the Simpliance Enabled Audit Logic (SEAL) platform, and the Establishment Compliance Management System, powered by the Simpliance Regulatory Module (REMO).

These platforms provide a centralized mechanism for managing vendor and establishment compliance requirements through timely submissions, compliance tracking, closure management, compliance scoring, and audit trails. As a result, we have enhanced transparency, accountability, and audit readiness across locations while reducing manual dependencies.

Collectively, these initiatives reflect our shift toward a more structured, capability-led, and forward-looking Employee Relations function that not only strengthens compliance but also contributes to organizational stability, workforce confidence, and business continuity.

Recognition for Excellence

Our continued focus on strengthening Employee Relations practices has been recognized across leading industry platforms.

At the SICCI National Employee Relations Conference & Awards 2025, held in Chennai, we received the National Award for “Organization with Proactive ER Practices” in the Large-Scale Industry category.

Building on this momentum, we were also recognized with the “Most Innovative HR Tech Award” at the 11th Edition HR Tech Summit & Awards 2026, organized by UBS Forum.

HR as a Strategic Business Partner

Enabling Growth through People

We remain closely aligned with our evolving business priorities and continues to play an important role in enabling organizational transformation. While we continue to deliver error-free and digitally enabled services to our associates, our focus is increasingly on contributing directly to business performance, workforce transformation, and capability development.

Building an Employer of Choice

We continue to be recognized as a Great Place to Work, while our internal employee engagement survey, Bosch Pulse Check, further reflects our strong position as an employer of choice. With attrition remaining in the low single digits and significantly below industry averages, we continue to benefit from strong employee commitment and organizational stability that support sustainable business growth.

Recognition Across Industry Platforms

Bosch India was recognized among the Top 20 Manufacturing Organizations in India, further strengthening our position as a leading employer in the sector.

Our people and talent practices were also recognized through several prestigious platforms, including:

- AIMA's 51st National Competition for Young Managers – Winners 2025
- Best Young Manager Award 2025
- People Matters Infini-T Awards 2025
- The Economic Times Human Capital Awards 2026

At the 5th Edition of The Economic Times Human Capital Awards 2026, we received the Bronze Award for Talent Acquisition, recognizing our continued commitment to building a high-performing, future-ready, and widely respected workforce.

Sustainability Roadmap

Embedding Sustainability Across the Value Chain

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.

Sustainability Management

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

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.

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 the Company.

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.

Sustainability as a Driver of Innovation

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

Regulations and Organization

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

At Bosch Group, 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.

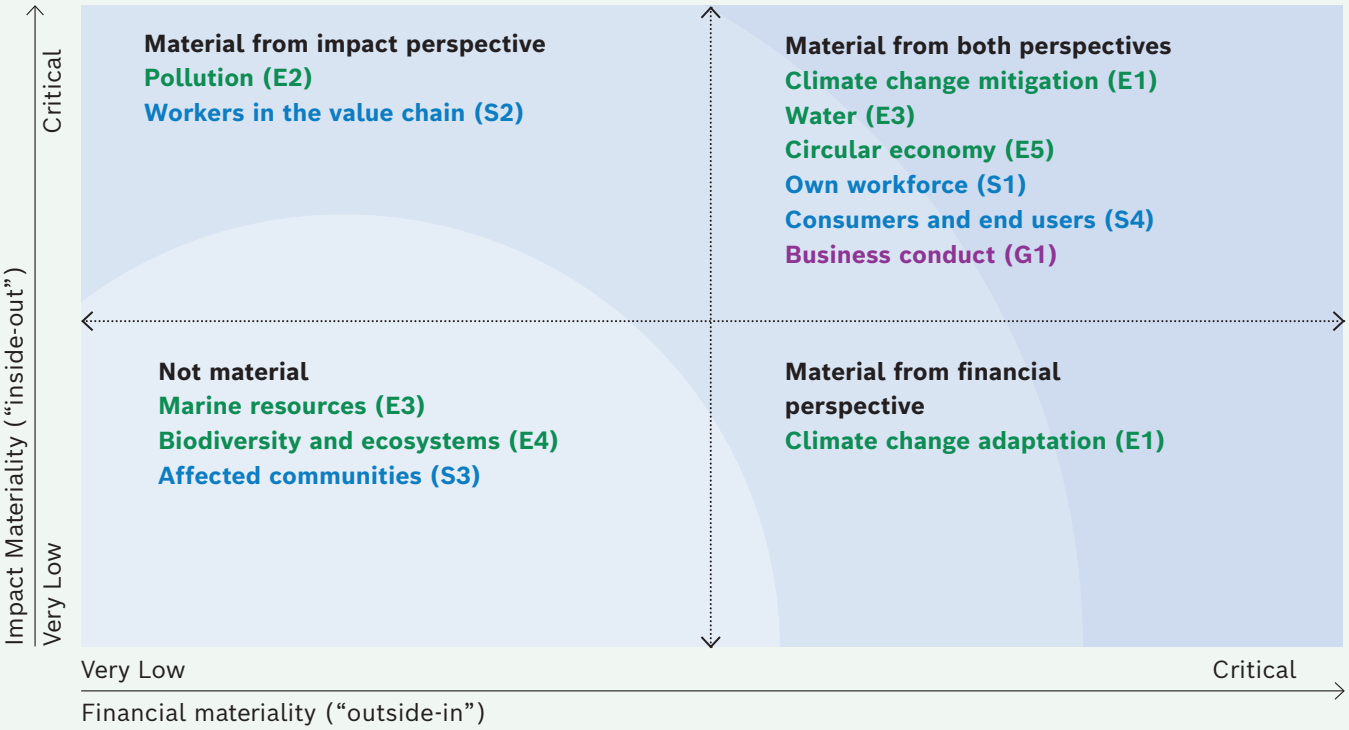
At Bosch Limited, the Board plays a pivotal role in identifying and managing ESG and sustainability related issues. It monitors various aspects of social, environmental, governance and economic responsibilities of the Company on a continuous basis. The Company’s business responsibility and sustainability performance is reviewed by the Board of Directors on an annual basis.

Double Materiality Assessment

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

As part of our double materiality assessment, we have identified the material sustainability topics for the 2025 fiscal year that could have a significant impact on Bosch’s business development as well as on people and the environment.

Areas Covered: E: Environment | S: Social | G: Governance



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.

We have assessed our potential and actual negative and positive impacts, as well as risks and opportunities (IROs) in connection with sustainability.

At Bosch Group, we publish an annual Sustainability Report with detailed updates on our actions in Environment, Social and Governance pillars. The Sustainability Report 2025 is available at sustainability.bosch.com.

Award

Bosch Limited has been conferred the Rank 1 position in the Automotive Component Sector at the 5th edition of the India's Most Sustainable Companies (IMSC) Awards by BW Businessworld. In addition to this sectoral leadership, Bosch has also been ranked 22nd among the Top 200 companies in the overall IMSC universe, further reinforcing its standing as a sustainability-driven organization in India's corporate landscape.

This recognition is especially significant as BW Businessworld's enhanced evaluation framework assesses SDG alignment, quality of BRSR and ESG disclosures, media perception, and greenwashing risks through a holistic and evidence-based approach.

Environment

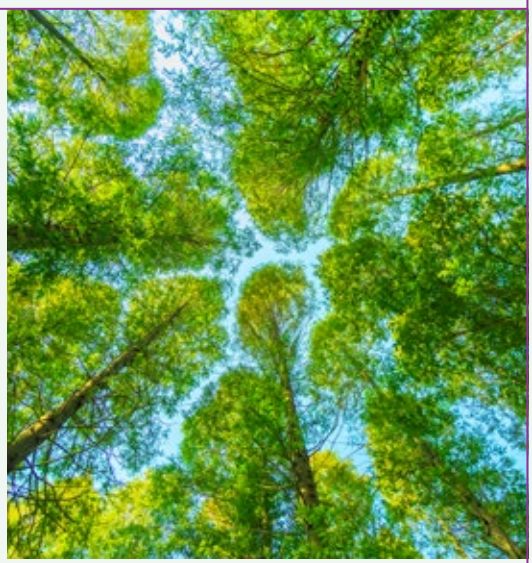
Advancing Environmental Stewardship Across Operations

Environmental responsibility is integral to our operations, as we strive to reduce impact and continue to strengthen our environmental performance through responsible practices in climate, energy, water, and circular economy.

Impacts on the environment arise both in our own operations and in the upstream and downstream stages of the value chain. Our approach is to avoid or reduce negative environmental impacts wherever possible.

At Bosch Limited, all our manufacturing sites and Corporate Office operate with certified environmental management systems (ISO 14001 standard).

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



Environmental Analyses

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

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

and the Integrated Biodiversity Assessment Tool.

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

*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.

Use of Substances of Concern

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

Internal regulations define the material compliance requirements and specify the organization and responsibilities. We are continuously working to identify permissible SoCs in our products and processes, adopt substitutes, and reduce or altogether avoid hazardous substances in the long term wherever possible.

Climate Action

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

Bosch Group supports the United Nations 2015 Paris Agreement on climate action and the target formulated therein of limiting global warming to as close to 1.5° degrees Celsius as possible. This aspiration also shapes our climate targets, which have been confirmed by the SBTi for the 1.5° degree pathway.*

*Robert Bosch GmbH's entry in the Science Based Targets initiative's Target Dashboard.

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

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

With its more than 470 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2). Four levers were used to achieve carbon neutrality: increasing energy efficiency, generating our own energy from renewable sources (new clean power), purchasing electricity from renewable sources (green electricity), and – as the last resort – offsetting residual CO_2 emissions with carbon credits.

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 growth.

Bosch Limited has adopted a structured and holistic 4E approach — **Energy Audit, Energy Re-tuning, Energy Lifecycle, and Energy Culture** — to drive energy efficiency and operational excellence across its facilities. Complementing this, the company is advancing digital transformation through the 4C framework: Connect, Communicate, Consolidate, and Cognitive, enabling smarter and data-driven energy management practices.

We are actively promoting renewable energy adoption through on-site renewable energy generation and long-term power procurement agreements that support the development of new photovoltaic plants. In parallel, Bosch India is focused on reducing climate impact by systematically phasing out high Global Warming Potential (GWP) substances and transitioning toward environmentally safer, low-GWP alternatives.

Approach at Bosch Limited

Lever 1: Increasing energy efficiency at Bosch Limited

Bosch Limited focuses on upgrading air compressors, chillers, air handlers, and filtration systems using new technologies. In the reporting period, all 7 of its locations implemented various energy efficiency projects.

Lever 2: Expanding new clean power at Bosch Limited

During financial year 2025-26, Bosch Limited generated more than 26 GWh of renewable energy with its in-house photovoltaic plants. This covered almost 16 percent of total electricity requirement.

Lever 3: Purchasing green electricity at Bosch Limited

At Bosch Limited, the volume of purchased green electricity from new plants (PPA) and I-RECs amounted to 137.8 GWh. This means that the electricity demand was fully covered by green electricity (electricity purchased from renewable sources).

Lever 4: Carbon offsets

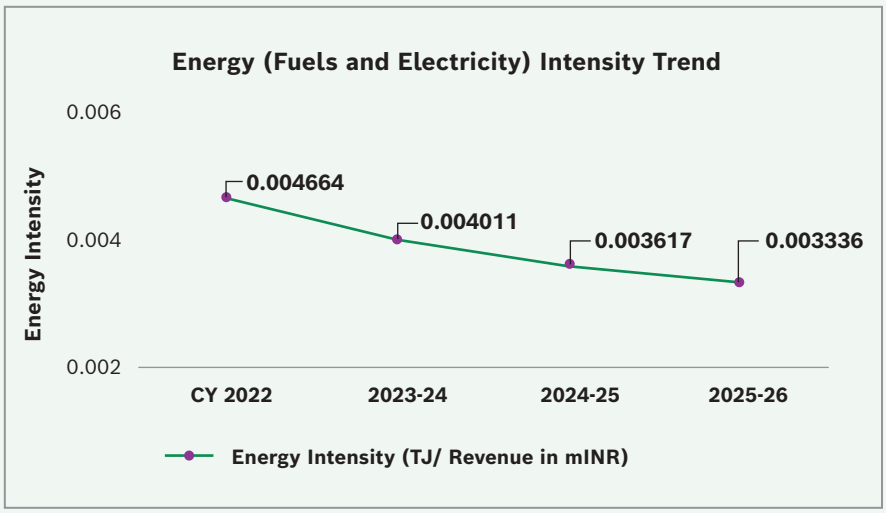
At Bosch Limited, 9239.17 metric tons of CO2 were compensated with carbon credits during 2025-26.

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

Around 88 percent of total energy demand of Bosch Limited stems from renewable energy sources including purchased green electricity (prior year: around 87 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).

Energy Sources	CY 2022	2023-24	2024-25	2025-26
Natural Gas (in GWh)	13.53	14.48	14.36	14.93
LPG (in GWh)	4.27	3.97	3.85	1.07
Stationary from Diesel, Gasoline, Hydrogen, and Biogas (in GWh)	3.99	4.32	3.90	3.98
Mobile from Diesel and Gasoline (in GWh)	1.91	2.00	1.78	1.74
Own Renewable Energy (in GWh)	34.20	33.60	29.30	26.11
Grey Electricity (in GWh)	1.16	0.00	0.00	0.00
Green Electricity (in GWh)	120.88	127.80	128.54	137.81
Total Energy Consumption from Fuels and Electricity (in GWh)	179.92	186.15	181.73	185.64
Energy Intensity (GWh/Revenue in mINR)	0.004664	0.004011	0.003617	0.003336

The trend of energy intensity with respect to revenue shows a declining pattern, demonstrating that despite business growth, the energy intensity has consistently decreased. This reflects the effectiveness of the organization's efforts and initiatives aimed at reducing its energy footprint and improving operational efficiency.



Project

Linear STRAMA Base Fixture Localization

At our Nashik plant, a localization initiative was undertaken to address frequent unplanned downtime in the Linear STRAMA machine caused by wear and tear of critical fixtures. Previously, replacement fixtures were imported from overseas suppliers with lead times of 18–20 weeks, resulting in operational delays. In line with the "Make in India" initiative, the fixture was successfully re-engineered and localized through in-house inspection, improved design, and establishment of a local manufacturing source.

The project enabled the development of manufacturing details for 20 child components, creation of spare fixture inventory, and improved machine reliability through single-piece manufacturing. The initiative delivered multiple benefits, including reduced carbon emissions substantially, shorter lead times, lower costs, and enhanced self-reliance through localization.

Digitalized Real-Time Compressed Air Monitoring and Leakage Analytics

At our Bidadi plant, a real-time compressed air monitoring system was implemented to improve energy efficiency and reduce wastage in assembly lines. Using IIoT-enabled flow and pressure sensors, the system continuously monitors compressed air usage, detects leakages, and identifies abnormal consumption patterns during production and non-production hours. This helped to improve air pressure and the overall energy performance across operations.

The project reduced power consumption of around 229.6 kWh by reducing compressed air leaks and lowering compressor load. It also improved equipment reliability by enabling early leak detection, reducing unplanned downtime, and supporting predictive maintenance through automated alerts. In addition, the initiative enhanced

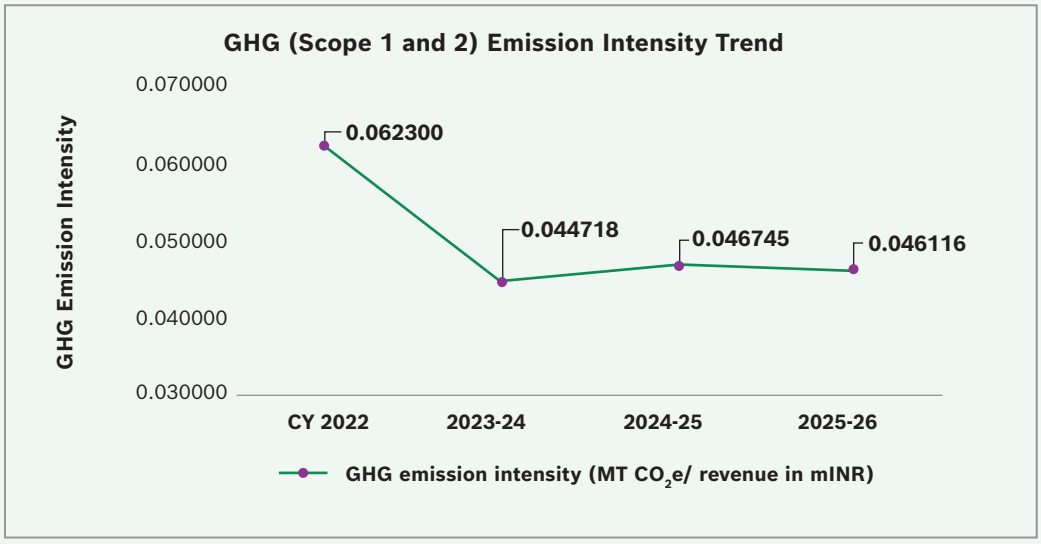
production stability and reduced operational costs.

The trend of Scope 1 & 2 emissions with respect to revenue shows a declining pattern, demonstrating that the organization has been able to reduce its GHG emissions intensity despite business growth. This reflects improved operational efficiency and the effectiveness of various sustainability initiatives undertaken by the organization.

The reduction in emissions intensity has been supported through measures such as energy efficiency improvements, adoption of new clean power, process improvements, and other initiatives aimed at reducing scope 1 & 2 emissions and supporting sustainable business growth.

enhanced self-reliance through localization.

Scope 1 and 2 emissions	CY2022	2023-24	2024-25	2025-26
Total Scope 1 CO_2 Emissions - Stationary (in 1000 MT)	7.3	6.97	8.00	8.80
Total Scope 1 CO_2 Emissions - Mobile (in 1000 MT)	0.48	0.51	0.45	0.44
Total Scope 2 CO_2 Emissions - Electricity (in 1000 MT)	0.84	0	0	0
Total Scope 1 & 2 CO_2 Emissions (in 1000 MT)	8.6	7.48	8.45	9.24
Carbon Offsets (in 1000 MT)	8.6	7.48	8.45	9.24
CO_2 Emission Intensity (GWh/Revenue in mINR)	0.062300	0.044718	0.046745	0.046116



Project

Logistics Decarbonization

Bosch Mobility division in India continues to strengthen its logistics network through the integration of electric vehicle operations across key regions covering North, South, and West India. At the network level, EV adoption in the overland network

stands at 1.6 percent based on tonnage and 9 percent based on dispatch count per month, supported by digital visibility through TRAVIS.

Across the network, EV-based transport is delivering clear impact, with a total CO_2 reduction of approximately 179 metric ton across key plants and warehouses, along with cost efficiencies observed across major locations. These outcomes demonstrate strong alignment between sustainability ambitions and business performance.

India plays a key role in advancing EV integration within Bosch globally, enabled by close collaboration across plants, logistics service providers, and GS teams. The roadmap ahead focuses on expanding EV deployment across new routes and exploring alternate fuel technologies.

This journey reflects a structured and scalable approach to addressing Scope 3 emissions in logistics, driven by network-wide deployment, partner alignment, and consistent operational execution.

Circular Economy

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

In addition, the Bosch Group sets minimum standards for its suppliers in order to counteract negative effects on resource consumption in the upstream value chain.

Three levers for the circular economy

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

Lever 1: Materials Efficiency

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

Lever 2: Second Life

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

Lever 3: Recycled Materials

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

Project

Sustainable Packaging and Logistics Initiatives

At our Gangaikondan plant, multiple sustainable packaging and logistics initiatives were implemented to reduce waste, improve transportation efficiency, and lower environmental impact. By converting one-way packaging into returnable packaging solutions, the company reduced transit damages while enabling standardized and stackable packaging systems that reduced packaging and logistics costs. This initiative helped reduce paper waste by around 36.3 tonnes and wood waste by around 14.9 tonnes.

Further sustainability improvements were achieved by eliminating stretch film in milk-run logistics through the introduction of reusable nylon and velcro belts, reducing plastic waste by around 10.5 tonnes and recurring packaging costs. In addition, repaired and reused wooden pallets helped extend packaging material life and reduce overall material consumption. Together, these initiatives strengthened Bosch Limited's commitment to circular economy practices and sustainable supply chain management.

Waste Management

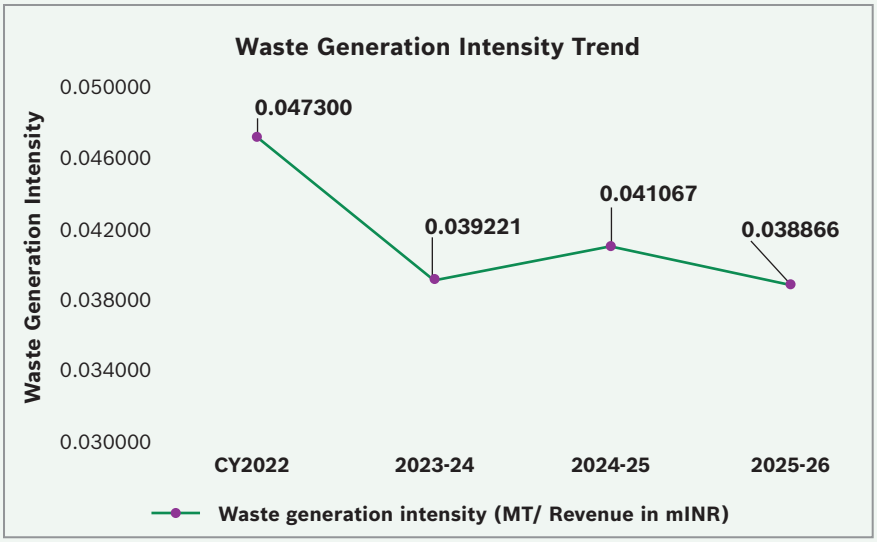
When dealing with waste, Bosch Group follows the principle of "Avoid, then reuse, then dispose". As part of its circular economy strategy, Bosch continues to work systematically on reducing waste volume and, in particular, on recycling. In "Sustainable Disposal and Cycle Management", we work with external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

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

At Bosch Limited, the "Zero Waste to Landfill (ZWL)" initiative has been implemented across all locations as a key pillar of the company's value chain sustainability strategy. During 2025–26, 98.6 percent of the total waste generated was successfully diverted from landfill disposal through recycling, reuse, and recovery practices (previous year: 92.9 percent). This is excluding one-time demolition waste generated during 2025-26 from the Corporate Office associated with metro station development, which was disposed of by backfilling through authorized agency. This reflects Bosch Limited's continued commitment to resource efficiency, circular economy principles, and responsible waste management across its operations.

	CY2022	2023-24	2024-25	2025-26*
Total Waste Generated (in Metric Tonnes)	6562.19	6560.62	7427.96	7786.65
Total Waste for Disposal (in Metric Tonnes)	1110.82	629.19	527.28	110.47
Percentage of Waste Recovered (in percent)	83.1 percent	90.4 percent	92.9 percent	98.6 percent
Percentage of Waste Disposed (in percent)	16.9 percent	9.6 percent	7.1 percent	1.4 percent
Waste Generation Intensity (MT/Revenue in mINR)	0.047300	0.039221	0.041067	0.038866
CO_2 Emission intensity (GWh/Revenue in mINR)	0.062300	0.044718	0.046745	0.046116

*This excludes one-time demolition waste (4013.62 MT) from the Corporate Office associated with metro station development, which was disposed of by backfilling through authorized agency.



Project

Bosch Drives Sustainability Forward with reengineered Packaging

Bosch Limited has achieved a significant milestone in its commitment to environmental sustainability by successfully reducing plastic consumption in its packaging. This initiative highlights the company's dedication to its '3 Pillars of Packaging Sustainability' framework.

Focusing on high-volume products, Bosch mobility aftermarket purchase team re-engineered the packaging for its 1 liter engine oil bottles. By improving the design, the weight of each bottle was reduced from 58 grams to 56 grams, all while maintaining the original look and feel of the bottle. While a reduction of 2 grams per bottle may seem small, over the last three years, more than 100 metric tonnes of plastic usage has been reduced, of which nearly 40 metric tonnes was achieved in 2025 alone.

Water

Bosch Group is aware of this responsibility and has anchored the topic of “water” as a strategic topic area in its sustainability vision. Our ambition is to conserve water resources through efficient use and to avoid water pollution through comprehensive prevention. We especially focus on counteracting the increasing scarcity of water. Suppliers are contractually obliged to meet minimum standards for water protection and quality as well as for the use of water resources.

Identifying and Realizing Savings Potential

Bosch Group 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 locations. In regions with strained water supplies, water is already reused wherever possible. In addition, we systematically collect rainwater and reduce our groundwater withdrawal and withdrawal from the public water supply.

Project

Water Consumption Reduction in Processes

Collection Systems for Monsoon Rains

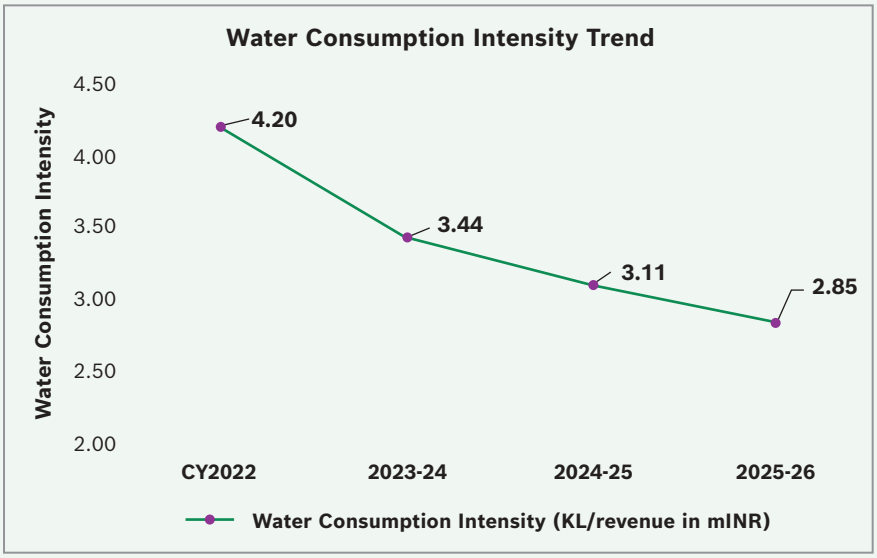
A rainwater collection system was put into operation in Bidadi in India in 2023, which has a storage capacity of 10,000 m^3. In 2025, around 60,450 m^3 of rainwater was collected and used at the site – especially during the monsoon rain. This covered around 40 percent of the total water requirement at the site and relieved the burden on the regional water supply.

At Bosch Limited, the entire wastewater generated is treated through Sewage Treatment Plants (STP) and Effluent Treatment Plants (ETP), with Multi-Effect Evaporators (MEE)/smart evaporator installed at facilities based on process requirements. The treated water is reused for secondary purposes such as gardening and toilet flushing.

Across Bosch Limited, rainwater harvesting increased by 8 percent in 2025–26 compared to the previous year, reflecting the company’s continued focus on sustainable water management practices. During the year, a total of 97584.75 kiloliter of rainwater was harvested and utilized, contributing to nearly 17 percent of the company’s overall water demand.

	CY2022	2023-24	2024-25	2025-26
Fresh Water Withdrawal (in KL)	562,393.8	506,190.07	473,149.42	473,804.9
Rain Water Harvested and Used (in KL)	20,753.5	68,416.45	90,141.96	97,584.75
Water Consumption Intensity (KL/Revenue in mINR)	**4.20**	**3.44**	**3.11**	**2.85**

The trend of total water consumption with respect to revenue shows a declining pattern, indicating that despite business growth, dependency on water withdrawal is decreasing. This reflects the effectiveness of the organization's resource conservation efforts and initiatives aimed at promoting sustainable water management.



Award

Customer Recognition for Sustainability Excellence

One of our customers, Kirloskar Oil Engines Limited, recognized the Jaipur Plant with the prestigious Platinum Award for excellence in Waste Reduction and Water Conservation at the KOEL EHS–ESG Contest 2026. The plant secured this honor for its impactful waste reduction initiative, demonstrating a strong commitment toward sustainability, resource efficiency, and environmental stewardship.

This recognition highlights the organization's focus on implementing innovative and scalable solutions through cross-functional collaboration, continuous improvement, and responsible operational practices.

Social

Empowering People across Our Ecosystem

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

Diversity, Equity & Inclusion (DEI) at Bosch

Building an Inclusive and Future-Ready Workplace

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

At Bosch Limited, DEI is not positioned as a standalone initiative but as a strategic enabler of sustainable business growth, innovation, and employee engagement. Our approach to DEI is rooted in the belief that a diverse workforce, supported by equitable systems and an inclusive culture, leads to stronger decision-making, improved performance, and a more resilient organization.

The DEI strategy at Bosch is clustered in:

Diversity

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

Equity

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

Inclusion

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

Gender diversity

We aim to overcome potential barriers to ensure equal opportunities for everyone who joins and grows with us.

Cultural diversity and internationality

We support internationality and cultural diversity by promoting a global mindset at all organizational levels.

Generations

We collaborate across generations, recognizing the uniqueness of our associates as well as the strengths of different life experiences and adapt our tools and leadership culture accordingly.

Diversity of physical and mental abilities

We support the diverse abilities and neurodiversity of our associates.

Advancing Careers through Structured Development Programs

A cornerstone of Bosch's DEI strategy is the Career Progression Program, designed to enable career advancement for women employees across different career stages. This initiative reflects our commitment to equity by creating structured pathways for growth, addressing career barriers, and building leadership readiness.

The program is delivered through multiple tailored tracks:

In it to win it (2–6 Years)

Focused on building self-awareness, career clarity, and informed decision-making, enabling employees to take ownership of their professional journey.

Intentional Career Pathing (6–12 Years)

Designed to sustain career momentum, this track supports employees in balancing professional growth with personal priorities while enhancing visibility, influence, and leadership readiness.

Flying Lessons (12+ Years)

Focused on strengthening leadership identity, executive presence, and organizational impact, preparing participants for strategic roles.

Shopfloor Associate Career Development Program

A targeted initiative for women in shopfloor roles, aimed at enhancing technical, behavioral, and functional capabilities, enabling upward mobility into supervisory and specialized roles.

These programs combine career diagnostics, mentoring, leadership development, and capability-building interventions. They are designed not only to support individual growth but also to strengthen the organizational talent pipeline.

Impact and Outcomes

As of January 2026, the Career Progression Programs have delivered strong outcomes in advancing women's careers:

- A significant proportion of participants have progressed into higher roles, reflecting improved readiness and confidence.
- Enhanced career clarity and ownership among early-career employees.
- Increased retention of experienced women professionals at mid-career stages.
- Strengthened leadership pipeline with greater visibility of women in succession planning.

These outcomes directly support our DEI objective of equitable growth and representation, ensuring that talent advancement is not limited by systemic barriers but enabled through structured initiatives.

Strengthening Representation

Bosch Limited has made steady progress in improving gender diversity across its workforce. The diversity ratio has increased from **11 percent in March 2025 to 13 percent in March 2026**, reflecting a focused effort on inclusive hiring, retention, and development.

This improvement is not only a reflection of hiring practices but also the result of sustained investments in career progression, inclusive policies, and a supportive work environment. By addressing both entry-level representation through strategic and campus hiring and lateral positions through focused initiatives like diversity hiring and referral programs, Bosch continues to build a balanced and future-ready workforce.

Industry Collaboration and Benchmarking

As part of our commitment to continuous improvement and thought leadership in DEI, Bosch actively engages in industry collaboration and benchmarking initiatives.

During the year, we hosted associates from leading manufacturing organizations, including Volvo and Ashok Leyland, for a comprehensive benchmarking study across our plants. Participants from diverse functions engaged with our teams to understand our DEI practices, particularly in the context of manufacturing environments.

The engagement provided an opportunity to exchange insights, share best practices, and evaluate our initiatives against industry standards. The feedback received highlighted the strength of our structured approach, the inclusivity of our workplace practices, and the positive experience of our associates.

Such collaborations not only validate our efforts but also reinforce our commitment to setting up benchmarks and contributing to the broader DEI ecosystem within the industry.

Women's Day Celebrations: Enabling Dialogue and Engagement

International Women's Day 2026 at Bosch served as a strategic platform to reinforce organizational commitment to gender inclusion through leadership advocacy, expert perspectives, and employee engagement. Senior leaders **Guruprasad Mudlapur, Karin Gilges, and Oezmeral Hueseyin** shared perspectives on advancing inclusion in the manufacturing context, while also introducing key support initiatives such as the **creche policy** and **reserved parking for expecting mothers**, strengthening accessibility and workplace support for women.

External insights were brought in through the session "**Voice of Progress: Women – Unleashing the Power of Purse**" by Richa Sinha (Founder, SHE Wealth), emphasizing financial empowerment as a critical enabler of independence and long-term career growth. Internal engagement was further driven through "**Act with an Impact: Dharma, Data & Diversity,**" an employee-led performance that reflected everyday experiences of inclusion at the workplace.

A panel discussion on "**Empowering Women, Accelerating Impact**", featuring **Dr. Debolina Dutta (IIM Kozhikode), Dr. Ragapriya IAS, and Uthara Narayanan**, offered diverse perspectives from the side of academics, government and non-governmental organization on enabling women's participation and leadership across sectors. In addition to that, a **Global DEI message from Stefanie Jekal** was shared, reinforcing alignment with Bosch's global inclusion priorities.

In parallel, plant-level initiatives such as S**he Innovates, She Ignites**, and the "**Give to Gain" short film challenge** enabled wider participation, encouraging

employees to contribute ideas, share experiences, and highlight real workplace narratives.

Collectively, these efforts strengthened awareness, encouraged dialogue, and fostered a culture of allyship and shared responsibility, aligning with Bosch's broader DEI strategy.

Recognition and External Validation

Bosch's sustained efforts in advancing DEI have been recognized through prestigious external accolades.

The organization has been listed among the **Best Companies for Women to Work** in India in the manufacturing sector, as per a study conducted by Avtar. The recognition specifically highlights Bosch's strong performance in safety and security initiatives, which exceed industry benchmarks.

Bosch was also honored with the E**conomic Times HR Capital Award** in the category of *Most Inspiring Workplace for Women – Gold*. This recognition acknowledges the organization's exceptional planning and execution of its career progression programs and their measurable impact.

These recognitions serve as an external validation of the organization's strategic focus, disciplined execution, and commitment to creating an inclusive workplace.

Gender Pay Equity

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

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

The design of our remuneration systems is independent of gender, age, disability, ethnic origin, religion or sexual orientation or other non-job-related, protected characteristics. If the requirements and tasks are comparable, we make no distinction in the remuneration level for male and female associates. This principle is structurally anchored in our remuneration systems through job evaluation and regular reviews.

Regular compensation analyses indicate that, across most grades, pay levels between women and men are largely comparable. The organization continues to proactively monitor pay outcomes and take corrective actions where required to strengthen equity and consistency.

These outcomes reflect robust benchmarking practices and governance mechanisms that guide compensation planning and execution. Through ongoing market benchmarking, structured reviews, and disciplined execution, Bosch Limited continues to reinforce its commitment to equal pay for equal work, ensuring that compensation remains competitive, equitable, and performance-aligned across the organization.

Training and Upskilling

At Bosch Limited, learning serves as a strategic enabler for sustainable growth and business competitiveness. Our Learning & Competence Build-up approach is anchored in leveraging strong in-house expertise to continuously develop capabilities that support and expand our core business.

Our Learning & Development philosophy is guided by the following principles:

Fostering a culture of continuous learning to empower innovation

Unlocking the full potential of employees by aligning learning with individual capabilities and business needs

Driving value creation and performance through high-quality, skill-based training programs across Bosch globally

In an increasingly dynamic environment, the way individuals learn and upskill is continuously evolving. Bosch Training Centre, India plays a pivotal role in guiding associates through emerging trends, innovations, and insights that shape the future of both industry and learning. Through structured and consistent interventions, Learning & Development at RBIN contributes directly to Bosch's broader People & Organization (P&O) priorities—focusing on Learning Excellence, Digitalization, and strengthening Bosch's position as an Employer of Choice.

A cornerstone of this strategy is the **Bosch Learning Campus (BLC)**—a state-of-the-art learning ecosystem and a benchmark in India. Designed to deliver immersive and future-focused learning experiences, BLC integrates advanced infrastructure, digital platforms, and collaborative environments, enabling the transformation of ideas into actionable capabilities.

As the mobility ecosystem undergoes rapid transformation driven by electrification, connectivity, and digitalization, our learning strategy continues to evolve to prepare the workforce for future demands. In alignment with this direction, targeted interventions such as the "**EV for Executives: Batteries and Powertrain**" program equip associates with foundational knowledge of key EV technologies—critical to achieving performance efficiency, cost optimization, and environmental sustainability.

To further build awareness in emerging domains, BTC-IN launched a **Learning Camp on Software Defined Vehicles (SDVs)**. Designed as an in-person initiative across multiple locations such as Pune and Delhi, the program has engaged over 100 participants, fostering deeper understanding and curiosity around future-ready automotive technologies.

Bosch continues to advance inclusive leadership through focused initiatives aimed at strengthening the pipeline of women leaders. Programs such as "In It to Win It," "Flying Lessons," and "Intentional Career Pathing" are designed to support women associates across varying career stages, enabling professional growth and leadership readiness.

Driving digital transformation remains a key priority. The Bosch Digital Academy 3.0 has been established in collaboration with key stakeholders across the organization to deliver a cohesive and future-ready learning ecosystem. This ecosystem includes:

1. **C/BTC**, ensuring enterprise-wide training delivery and compliance
2. AI Academy, focusing on advanced and specialized AI capabilities
3. BD Academy, enabling adoption of digital tools across Bosch
4. G7/PJ-GenAI, leading the strategic rollout of Generative AI initiatives

Designed as an in-person initiative across multiple locations such as Pune and Delhi, the program has engaged over 100 participants, fostering deeper understanding and curiosity around future-ready automotive technologies.

Alongside digitalization, Cybersecurity continues to be a critical capability area. Programs such as "**Introduction to Cybersecurity**" build foundational awareness and understanding of regulatory expectations, ensuring secure and resilient digital operations across the organization.

On the leadership front, targeted programs such as the "**Sprint to Lead**" initiative focus on developing next-generation leaders by cultivating strategic thinking, decision-making capabilities, and leadership confidence aligned to business-specific needs.

Beyond formal interventions, BTC-IN actively fosters a culture of continuous learning through knowledge-sharing platforms such as "**Vidhyadhaam,**" a quarterly magazine that showcases learning journeys, best practices, and employee experiences—strengthening engagement and reinforcing a learning-driven culture.

To validate the dimensions of BTC-IN, here is the snapshot of statistics for 2025-26 for RBIN:

Total Trainings **685**	Total Participants **8,794**	Courses Completed **7,812**	Courses Incomplete **78**
Course No Show **116**	Person Days **9,641**	No Show **2.21** percent	

Community Engagement and Partnerships (CSR)

At Bosch Limited, community engagement is a key pillar of our ESG framework, anchored in creating inclusive and sustainable impact across India. Our CSR initiatives, implemented in partnership with Bosch India Foundation and other partner non-profit, academic institutions and community members, are focused on skill development, sustainable mobility, and integrated community development that is addressing concerns related to education, basic healthcare, environmental sustainability, and rural livelihoods. These programmes are designed through need-based assessments and delivered through a multi-stakeholder approach to ensure long-term, scalable and miss-of-the-time sustainable impact. In 2025–26, our CSR initiatives reached over 3.9 lakh beneficiaries across 22 states, 180+ districts, and 200+ villages, creating measurable outcomes across sectors.

Bosch Limited CSR programs also contribute directly and measurably to the United Nations Sustainable Development Goals (SDGs), demonstrating our community-based social investment toward national and global sustainability priorities. Across our three broad focus areas skill development, sustainable mobility and integrated community development RBIN's Social interventions programs map meaningfully to eleven SDGs:

Our commitment to the circular economy extends beyond its manufacturing boundaries into the broader automotive service ecosystem. The “Green Garage”, a social engagement program of Bosch, trains independent garage mechanics in environmentally sustainable and efficient servicing practices — covering responsible handling and disposal of waste oil, automotive fluids, and spare parts, alongside resource improvement techniques that reduce material waste at the point of service. By embedding circular economy principles at the last mile of the automotive value chain, this program reduces environmental leakage from informal service practices and contributes to a more sustainable automotive aftermarket ecosystem.

Complementing our operational water management efforts, our community-level environmental program has delivered significant and measurable water conservation outcomes in 2025–26. Implemented through Bosch India Foundation, these interventions are designed with a long-term commitment to ecological restoration, community water security, and climate resilience — addressing the interconnected challenges of groundwater depletion, biodiversity loss, and livelihood vulnerability that affect communities surrounding our manufacturing locations. In the reporting year, we worked on seven water bodies with a combined capacity to conserve 1.76 billion liters of water each, one step toward restoring what communities have long depended on.

Bosch’s commitment to diversity and inclusion is extended beyond the workplace to the communities it serves. Through dedicated skilling and livelihood programmes, over 9,400+ women, 350 Persons with Disabilities,

Complementing our operational water management efforts, our community-level environmental program has delivered significant and measurable water conservation outcomes in 2025–26.

and 155 LGBTQIA+ individuals were empowered with access to dignified economic opportunities through vocational training and rural livelihood skills.

During the reporting year, our skill development programmes enrolled 22,819 youth through focused interventions such as BRIDGE (Bosch’s Response to India’s Development and Growth through Employability Enhancement), automotive skills under LEAP (Livelihoods Enhancement through Automotive Skills Development), and Technical Skill (Carpentry, and Home Appliances). Other skilling initiatives focused on ensuring inclusivity by enabling and empowering youth with disabilities (PwDs), LGBTQIA+ individuals, and 8,930 women to have equitable access to skill development opportunities.

Delivering focused interventions to enhance road safety awareness and promoting responsible mobility practices, we increased our focus on Sustainable Mobility. 23,511 school students across 72 schools, over 5,000 driving license applicants, 4059 college students, and 1180 commercial drivers were sensitized on safe road driving practices, fostering behavioral change toward safety of self and others. On-ground measures such as CCTV installations and initiating highway audits on key national highways to strengthen safety in high-risk zones were started. Through the Green Garage program, we trained 3,147 mechanics in environmentally sustainable and efficient servicing practices, including responsible waste handling and resource efficiency — contributing to a more sustainable automotive service ecosystem and enhanced livelihoods. We also focused on increased collaboration with research and academic institutions to support research and innovation in mobility, thus advancing safer, more sustainable and inclusive solutions for the mass.

The more localized efforts through the integrated community development approach also delivered strong outcomes across environment, education, healthcare, and rural livelihoods. Afforestation efforts saw 18,200+ trees planted and 51,000+ trees being maintained across locations, contributing to improved livelihoods.

Our education initiatives focused on strengthening the government school ecosystems through need-based infrastructure development, smart classrooms, and capacity building of government schoolteachers through experiential teaching and learning methodology, reaching 1,003 teachers and 31,215+ students.

Over 87,900+ individuals could access basic healthcare support across 130 villages in four states through Mobile Medical Units, RMNCHA+N health programmes, and the mid-day meal initiative bringing preventive care and nutrition to communities.

Through the Community Development Centres (CDC) across six locations, we have reached 40,897 lives across 126 villages, facilitating access to government welfare schemes through 15 government departments and strengthening last-mile delivery. Of these, the Rural Livelihood Enhancement program supported 3,997 individuals, including 957 women through skills training and strengthened 183 Self-Help Groups through capacity building.

2025-26 marked a year of consistent and meaningful engagement under the Bosch India Social Engagement movement. Across 105 activities to contribute toward a wide range of social causes, this collective effort brought together 4,723 volunteers including 3,776 Bosch associates and 947 external volunteers. These initiatives translated into tangible outcomes with 13,000+ trees planted, 1,400+ units of blood donated, 12 awareness sessions, 9 donation drives, and 13 school mural painting activities. Collectively, these efforts reached 109,410 beneficiaries and logged 13,628.97 volunteering hours.

Participation also strengthened through several structured enablers including involvement of leadership in planning, monitoring execution, ensuring positive impact of the efforts and the Employee Volunteering Policy, which provides a clear and inclusive framework for employee's social engagement, while the launch of SOCIO App simplified sharing and selecting volunteering opportunities, making the experience more user-friendly and sustainable in terms of measuring impact on the ground. Recognition of such selfless efforts through the annual "Social Engagement Thank-a-Thon" celebrated volunteer efforts and reinforced a culture of giving back, while the Kindness Carnival 2025 brought together NGO partners and 700+ Boshlers through volunteering, raising funds for social causes and creating a closer connect with the community.

A key strength of our CSR approach lies in its robust partnership ecosystem. The program is implemented primarily through Bosch India Foundation as the principal executing partner, which works through a wide network of civil society organizations, academic and training institutions, government bodies, and community institutions across India. Through BIF, we actively collaborate with government departments across our manufacturing locations spanning 57 engagements across 24 government departments in 7+ states to facilitate implementation and convergence of government schemes, ensuring enhanced outreach and sustainability of impact. Our partnerships extend to government schools, Gram Panchayats, and community institutions, fostering local ownership and accountability. For select programmes, we directly engage with research and academic institutions and non-profit organizations to drive innovation and awareness in road safety and future mobility solutions. Through these strategic collaborations, RBIN continues to strengthen its contribution to national development priorities while advancing its ESG commitments in a responsible and impactful manner.

Skill Development

A Firm Step Toward Employment

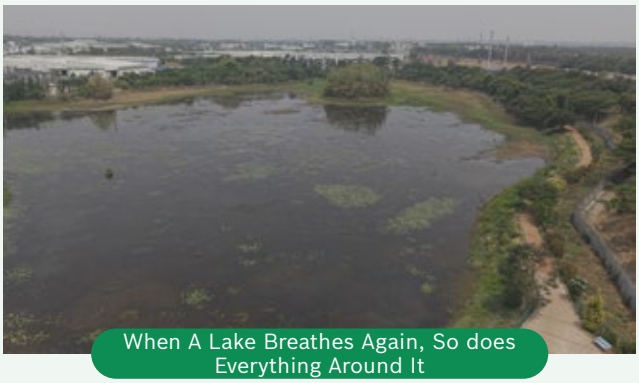
Making Youth Job Ready

Sustainable Mobility

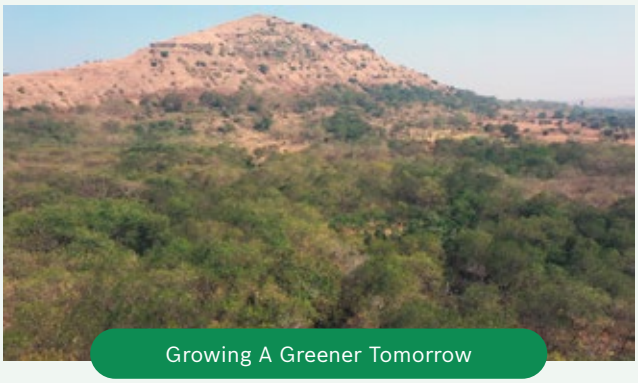
Safer Roads Start with the Youngest Road Users

Making Road Safety A Habit

Environment



When A Lake Breathes Again, So does Everything Around It



Growing A Greener Tomorrow

Saplings Planted with A Promise of A Better Future

Education

Learning Today, Leading Tomorrow

Healthcare

Fighting Anemia at its Roots

Change takes Root when the Community is at the Centre of it

Community Development Center

Closing the Gap between Farmers and the Schemes Built to Support them

Rural livelihood enhancement

Crafting Independence, One Palm Leaf at a Time

Health and Safety

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

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.

All relevant production and development locations* of Bosch Limited including six manufacturing sites and Corporate Office had already implemented an occupational health and safety management system according to ISO 45001.

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

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.

In India, Bosch Limited advanced its Value Chain Strategy (VCS.NXT)

with a strong focus on the Zero Accident initiative by strengthening both engineering and behavior-based safety practices across locations. Based on learnings from past incidents, the Company enhanced engineering controls through detailed risk assessments, improved machine safeguarding, interlock enhancements, standardization, and stronger interruption management to address risks at source and ensure consistency in safety standards.

Simultaneously, Behavior-Based Safety (BBS) programs were reinforced through structured observer modules, standardized observation checklists, and the Behavior Observation Feedback Process (BOFP), enabling regular feedback and proactive reinforcement of safe practices. These initiatives strengthened preventive safety measures, encouraged employee participation, and reinforced the Company's commitment to embedding safety in every action and decision while progressing toward the goal of zero accidents.

In addition to our EHS competence management and regular instructions and training, we organize campaigns with a different focus each year in order to raise awareness of occupational safety among our associates.

Project

AI-Based PPE Detection for Workplace Safety

An AI-based PPE (Personal Protective Equipment) detection system was implemented at our Chennai plant to strengthen workplace safety and operational excellence. The smart monitoring system detects the use of safety gear such as helmets, safety vests, and protective clothing, and automatically generates alerts and alarms whenever non-compliance is identified in real time.

The initiative has automated safety monitoring, reduced manual inspection efforts, and improved compliance across operations. Real-time data and analytics help identify safety deviations proactively, increasing employee awareness and promoting a stronger safety culture. By enabling early risk detection and corrective action, the project has contributed to safer workplaces, reduced potential safety incidents, and enhanced overall operational efficiency.

The employee* accident rate is 0.17 for 2025–26 remaining at the same level as in the previous year. Additionally, no worker* accidents were reported during 2025–26, reflecting the organization's strong commitment to maintaining a safe and healthy work environment.

This achievement was supported through proactive risk assessment, strengthened safety governance, regular safety trainings, employee awareness, and implementation of preventive control measures across operations. Continuous monitoring, safety audits, and employee engagement programs have further contributed to fostering a strong safety culture and enhancing overall workplace well-being.

* Employee and worker are categorized as defined and reported under BRSR report.

Real-time data and analytics help identify safety deviations proactively, increasing employee awareness and promoting a stronger safety culture.

Award

Nashik plant received the GEEF Award – EHS Company of the Year 2025 in recognition of its strong Health, Safety, and Environment (EHS) performance. The award highlights the plant's commitment toward sustainability, workplace safety, environmental stewardship, and compliance with international EHS standards. The achievement reflects continuous efforts in energy efficiency, employee health and safety, and implementation of innovative and sustainable operational practices.

Jaipur plant was recognized as a "Winner" at the 7th Edition of the National Level Confederation of Indian Industry (CII) Best Practices Competition in the category of Emergency Preparedness and Response, competing among more than 100 industries. This achievement reflects the organization's strong commitment toward operational safety excellence, proactive risk management, and robust emergency response practices.

Employee Health and Wellness

Fostering a Resilient Workforce: "We Care" Our Commitment to Employee Health and Well-Being

At Bosch India, we believe that our success is intrinsically linked to the health and well-being of our associates. In 2025, we deepened our commitment to this principle, evolving our strategy to build a resilient and health-aware workforce. Our approach was holistic, integrating physical health, emotional well-being, and digital enablement to create a supportive ecosystem where every associate can thrive.

A Unified Standard of Care and Digital Innovation

Providing accessible, high-quality healthcare is the foundation of our “We Care” philosophy. This year, we achieved a significant milestone by standardizing our **Health & Wellness Centers and Occupational Health Centers** across all locations. Through a strategic partnership with HCL Healthcare, we have elevated our onsite medical services at key locations to ensure consistent, high-quality emergency support, primary care, and chronic disease management for all associates.

Our digital transformation in healthcare took a major leap forward with the successful launch and adoption of **Electronic Health Records (EHR)**. This initiative empowers our associates with secure, seamless access to healthcare, their health information, and continuity of care, while aligning our practices with global standards.

3,000+
Curative Health Cases Handled per Month

15
Emergencies Managed on Average each Month

Dedicated Ambulances
and a Network of Partner Hospitals Ensure Rapid and Effective Care

Comprehensive Support for Every Health Need

We have established a robust framework of support systems at work locations and in the community through mature partnerships with established hospitals to ensure our associates have access to the right care and protection, whenever they need it.

Financial Protection for Medical Needs

To provide financial security against medical emergencies, we offer comprehensive risk coverage tailored to different employee groups:

- Health Insurance for our Managerial and Support staff.
- The in-house managed Bosch Hospitalization Scheme (BHS) for our blue-collar workforce, providing self-insured coverage.
- An additional layer of BHS coverage is also available for Managerial and Support staff, supplementing their primary insurance.

Holistic Emotional Well-Being Support

Recognizing the critical importance of mental health, we scaled our multi-platform emotional well-being programs:

I

The **Wysa** digital platform provides 24/7 access to AI-powered self-help tools and professional support, with good uptake and high repeat usage.

II

Our **Face-to-Face Emotional/ Social Counseling** services are well subscribed with high uptake and follow-up rates. The impact has been felt at individual and organizational level wherein we have been able to reduce personal suffering and also prevent many days of productivity loss.

III

We equipped over **100 managers** with essential skills through our **Emotional Resilience Workshops** to help them foster psychologically safe team environments.

Inspiring Action and Building a Culture of Health

We believe in empowering associates to take active ownership of their health. Our engagement campaigns in 2025 were designed to be inclusive, inspiring, and impactful. One of our key strategic pillars for enhancing employee Health and well-being is Awareness and Advocacy. Under this pillar, we curated an annual well-being plan including quarterly campaigns with high engagement levels.

1

Run Bosch Run 2025

More than a run, this became a holistic fitness movement engaging over 7,000 associates across four cities and achieving an exceptional **Net Promoter Score (NPS) of >91**. This year, the participation was 40 percent higher than in 2024 with wider finishing statistics across all run categories.

2

No Sugar Challenge 2.0

This initiative under our Eat Right campaign rallied over **3,200 employees** to improve nutrition, with participants successfully reducing their sugar intake by up to 80 percent.

3

The Well-being Channel

Our primary platform for health advocacy, including “Health Bytes” and leadership “Walky Talky” sessions, continued to drive engagement with over **15,000 views** on our health promotion videos.

4

Proactive Health Screenings

Our scientifically designed **Executive Health Checks**, customized by age and gender, were utilized well this year.

5

Health Index Program

This has been instrumental in our ability to track the health status of our organization-wide employees at a public health level. Knowing our specific disease burden especially cardiac risk and emotional distress risk has enabled us to implement targeted programs to address these risks amongst employees across manufacturing and corporate environments. In 2025, we were able to achieve **18.8 percent enhancement of Health Index against a target of 10 percent. In simple terms, we were able to reduce the Non-Communicable Disease (NCD) burden by 18.8 percent and contribute to the SDG 3.3 goal under sustainability, positively**. Active medical and well-being interventions helped us achieve this impact.

A Recognized Commitment to Excellence

Our unwavering commitment to creating a healthy workplace continues to be recognized externally. Building on our Gold certification in 2023, we were honored to receive the Platinum **'Healthy Workplace Award' from Arogya World in 2024, and we maintained the same status in 2025**. This is a testament to the dedication of our teams and the positive impact of our programs.

Run Bosch Run

No Sugar Challenge

Emotional Resilience

Value Chain Sustainability

Our Code of Conduct for Business Partners outlines the standards expected from suppliers. The Code is shared with suppliers as part of the supplier engagement process and serves as a reference for responsible practices across the value chain. It provides guidance on topics including workplace conditions, integrity in business conduct, environmental responsibility, and adherence to applicable laws and regulations, supporting alignment with the company's sustainability framework.

Additionally, refer Bosch Group Policy for Conflict Raw Materials for more details.

Assessment and Monitoring

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

Quick scans are based on a checklist of specific criteria relating to the environment, occupational health and safety, and human rights. Supplementary questionnaires are used, for example, for selected material groups and logistics services. Quick scans are carried out by qualified Bosch associates from purchasing or quality functions, frequently as part of regular on-site visits to suppliers. As of March 31, 2026, the CSR quick scan assessment covered 92.46 percent of our suppliers with an annual business value exceeding €100,000.

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

At Bosch Limited, as part of our commitment to strengthening responsible supply chain practices and support alignment with BRSR Core requirements, we conducted a half-day in-person engagement session with key suppliers focusing on Environmental, Social and Governance (ESG) topics. The session aimed to build awareness on evolving sustainability regulations and provide guidance on the structure and intent of BRSR and BRSR Core. In addition to the core topic, participants were introduced to practical guidance on data collection and documentation for sustainability disclosures. The interactive session enabled suppliers to clarify queries and better understand their role in contributing to a transparent, responsible, and resilient value chain aligned with Bosch's sustainability commitments.

Product Compliance

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

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

Product Safety

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

Governance

Building Trust through Responsible Governance

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

Compliance refers to the observance of legal and regulatory requirements as well as internal regulations. The global compliance management system (CMS) is an integral element of the measures for implementing corporate governance in the Bosch Group and comprises structures and processes for ensuring compliance at an organizational level. It is based on auditing standard IDW PS 980 and is described in an internal regulation. In addition to rule-based compliance, we are continuing to develop the values-based approach. Our ambition is that our associates not only regard values-based conduct as an obligation, but that they act in a compliant manner of their own volition. The CMS is preventive in nature and is designed to encourage all associates in the Bosch Group to identify compliance risks and violations at an early stage and to respond appropriately. This should ensure a reduction in risks for the Bosch Group, its associates, and its corporate bodies. At the same time, we want to protect and cultivate the reputation of the Bosch Group, which is the basis of our customers' and business partners' trust.

Organization and Regulations

In India, compliance offices have been set up as part of the Compliance Management corporate department. One of its tasks is to support region India in fulfilling its obligations under the CMS and in conducting internal investigations. For this purpose, it has unrestricted authority to demand information and perform investigations, is independent in exercising its duties, and bound only by the instructions of the Compliance Management corporate department. Corporate Auditing follows a multi-year audit plan to review and assess the appropriateness and effectiveness of all CMS areas and elements (e.g. anti-corruption, antitrust law, anti-money laundering, the reporting system and third-party compliance).

Risk-Based Compliance Checks

We carry out global compliance risk analyses on a regular basis. The focus here is on corruption, antitrust law and money laundering risks. We largely implemented the measures resulting from the 2024 analysis in 2025. These include, for example, activities to raise awareness among associates regarding individual risks, supplementary training programs for specific target groups, or even random checks of compliance with rules and processes. As planned, we also further developed our analysis approach in 2025, taking into account current regulatory requirements and risk management specifications. We have also begun transferring the analyses to our new IT system for governance, risk and compliance processes. Our business partners are likewise regularly subject to a standardized and risk-based compliance check. This encompasses both customers and suppliers, potential acquisition and takeover targets, as well as possible partners in the establishment of joint ventures. The depth and scope of the checks depend on various factors, such as the nature of the business relationship. Corporate and personnel structures can also play a role. Checks focus in particular on non-compliance with the law or official regulations such as applicable penal laws, environmental regulations, and human rights. We refer to information in the public domain for this purpose. The findings are assessed using a standard process and appropriate measures are defined and introduced to the extent necessary. These can range from a more in-depth assessment right through to withdrawal from the business relationship or project. In 2024, we further developed our processes for checking business partners and replaced the existing IT tool with a new, enhanced solution in 2025. In particular, we have further strengthened our risk-based approach and increased user-friendliness, thereby further improving the efficiency of our audits.

Codes of Conduct

Our Code of Conduct is an integral component of the Bosch corporate culture and provides guidance for our daily actions. It defines basic rules of conduct in the company and provides guidance on issues such as accepting gratuities or the prevention of conflicts of interest. The Code of Conduct also describes our responsibility toward our associates, for example with regard to safe and inclusive workplaces and respectful treatment within the company. We also take a stand on our responsibility to

society, for example with regard to respecting human rights and manufacturing safe products. We respect and protect international human rights on the basis of the following international frameworks, among others: United Nations Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises, core labor standards of the International Labor Organization (ILO). Our responsibility toward the environment is also addressed in the Code of Conduct (see also "Environment"). The Code of Conduct applies to all associates of the Bosch Corporate Group worldwide. It is available to associates in more than 30 languages as a brochure and was communicated in a letter from the chairman of the board of management of Robert Bosch GmbH to all associates worldwide at the time of its publication and a message from the Regional President in the India regional version of the Code of Conduct. All associates exempt from collectively bargained agreements must confirm their acknowledgement of the document. In addition to the long version, there is also an abridged version that summarizes the key messages. Furthermore, the Code of Conduct is also available to internal and external stakeholders online as a PDF download and as a website with further information. The basic principles of the Code of Conduct are specified in other central policies and in local regulations, in which we also take a clear stance against dumping. In May 2026, Bosch Limited published a new regulation on preventing corruption. It applies to all associates of the Bosch Corporate Group in India (including Sri Lanka, Nepal and Bangladesh) and regulates, among other things, the minimum standards applicable worldwide in dealing with gifts, invitations, sponsorship, donations and conflicts of interest, as well as in interactions with public officials. For example, so-called "facilitation payments", i.e. payments to public officials to expedite official acts that are in themselves lawful, are still expressly prohibited worldwide. In addition to the globally applicable regulation, we have local policies that reflect the essence of the global regulation. In parallel to the measures mentioned above, we have implemented a new IT application with the aim of further standardizing and automating the review and documentation of requests, particularly for gifts and invitations. We feel that responsible and lawful conduct is important beyond company boundaries and have clearly communicated our expectations in our Code of Conduct for Business Partners. In this way we require suppliers to the Bosch Group to comply with human rights and environment-related principles and to put in place appropriate processes in order to meet the corporate due diligence obligations. In addition, our suppliers are obliged to communicate our expectations to their own suppliers. Referenced in the Terms and Conditions of Purchase, the Code of Conduct is generally made an integral contractual element and is sent to all suppliers at the beginning of the business relationship.

Compliance Training

We use various training and communication measures to raise our associates' awareness of compliance. In addition to the general treatment of business ethics, our training program also covers specific compliance areas such as anti-corruption, money laundering, intellectual property compliance, antitrust law, product compliance and customs and export control law. The compliance training program is available to our associates in the form of online training courses (e.g. web-based training courses such as WBTs and learning videos), face-to-face events and basic instructions (documents). Participation in the basic business ethics training course on the Code of Conduct is mandatory for all associates worldwide. This applies to all employee groups, i.e. both full-time and part-time employees, white- and blue-collar workers, including temporary employees and employees of external companies (as part of temporary employment) as well as seasonal and temporary workers. The training includes introductions to compliance areas such as anti-corruption, antitrust law, money laundering and customs and export control law.

Further compliance training focusing on specific compliance areas and the respective risks is mandatory for certain target groups. These are selected on the basis of a risk-based approach. Participation in the minimum compliance training courses is tracked using a dashboard, which also reflects participants' feedback as a basis for improving the quality of the training. Particular attention is paid to checking that training has been completed on time. When training programs are due, associates, managers and the relevant HR business partners are automatically notified. The training content must be repeated regularly, usually every two to three years. The programs are continuously developed and updated, in particular to take account of new developments and feedback from participants. In 2025, the WBT and the basic

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

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

Reporting Systems

We have a compliance hotline which is available to all associates, business partners, and third parties to report indications of possible compliance violations of any kind. This can be accessed by visiting **https://www.bkms-system.net/bosch-compliance** or **https://www.bosch.com/compliance**. Reports can be submitted – also anonymously – using the appropriate IT system, by e-mail, or phone.

To this end, we have set up the Bosch whistleblower system that is available on the Internet and our intranet. To help users, the whistleblower system offers thematically predefined reporting categories. The objective is to make it as easy as possible for whistleblowers to submit reports. At the same time, it is made clear that the system is available without restriction for reports on the full spectrum of conceivable misconduct.

While the report of suspected irregularities should preferably be done personally, anonymous reporting is also possible. Reports will be treated confidentially. In addition, reports made in good faith will not result in any disadvantage whatsoever for Bosch associates or business partners. This is also the case if the report is subsequently found to be unjustified. Utmost care is taken to protect the identity of whistleblowers throughout the process of handling cases. The aspects regarding whistleblower protection are dealt with in our central guideline and Code of Conduct.

Reports about possible violations are dealt with immediately in internal investigations. If the reports are substantiated, the violation is promptly remediated and measures are taken to prevent future violations of this kind. Progress and the corresponding assessment of the matter are recorded in a central database and monitored.

Associates and customers are actively made aware of the possibility of submitting a report. We also ask our suppliers to make their associates aware of the Bosch reporting system and to inform them accordingly. The objective is to make it as easy as possible for all target groups to submit reports and to ensure the widest possible accessibility. All reports are processed independently, impartially, autonomously, carefully, and confidentially. The principle of objectivity and the protection of whistleblowers are our top priority. Our rules of procedure set out the details of the different channels and principles, as well as the processing procedure.

Various regulatory requirements are taken into account, including the requirements of the relevant Indian laws and policies such as Whistle Blower Policy (pursuant to Companies Act, 2013, its Rules, SEBI LODR and PIT Regulations), National Guidelines on Responsible Business Conduct, Business Responsibility and Sustainability Reporting.

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

Procedure

When a report is received, it must be checked immediately. If a communication channel exists, receipt of the report must be confirmed and the incident must then be assigned to the responsible office for further processing. If there are sufficient indications of 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 a violation of the compliance requirement, this must be remediated immediately. In addition, appropriate measures must be taken to prevent future violations of this nature. Internal investigations must be carried out in strict compliance with existing legal limits, in particular data protection law, and taking the compliance culture into account (e.g. presumption of innocence). If such an investigation identifies a process weakness that facilitates

violations of the compliance requirement, the responsible departments must be informed and necessary countermeasures must be taken. Any form of reprisal against whistleblowers, in particular negative consequences under labor laws and the threat thereof, is prohibited.

The effectiveness of the reporting channels is ensured by the external provider of the reporting system and Bosch through appropriate measures. This includes carrying out effectiveness checks in accordance with the regulations on whistleblower protection and taking information from internal and external users into account when operating, maintaining, and further developing the process. When a person submits a report, they are asked how they became aware of the reporting system. Indications of any difficulties or opportunities for improvement in reporting are taken into account in both the ongoing development of the system and as part of the effectiveness review. We want to further raise awareness of our reporting systems and complaints procedures through targeted campaigns. We address our associates through various internal communication channels. Our suppliers are made aware of our reporting system in the Code of Conduct for Business Partners, among other means. By acknowledging this Code of Conduct, they agree, in particular, to establish a reporting system or to participate in an industry-wide system. They also agree to inform their associates accordingly. Customers are made aware of the reporting systems and complaints procedures on our websites.

Core Principles of Advocacy

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.

Our political lobbying activities aim to identify discussions and developments on policy regulations and initiatives early on, which may affect our products, our 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.

In alignment with global guidelines, transparency is a central pillar of our advocacy. We maintain open and registered dialogues with all government and administrative bodies, fully respecting local compliance standards.

Bosch Limited is committed to strict political neutrality, ensuring our partnerships and representations remain focused purely on technological progress, social inclusion, and environmental stewardship.

Political Lobbying

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

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.

Key Advocacy Areas

Our activities centered on the following topics in the financial year 2025-26:

India-EU Free Trade Agreement (FTA) & Global Trade

We actively participated in the historic India–EU trade discussions on January 27, 2026, advocating for the FTA. We highlighted Bosch's role as a key industrial partner in strengthening bilateral relations. Our advocacy focused on the benefits of reduced tariffs, improved market access for automotive components, and advanced manufacturing. We emphasized the necessity of stable, clear policies on carbon pricing (including CBAM) and data regulations to protect and support long-term foreign direct investments.

Driving the Clean Hydrogen & Green Mobility Ecosystem

We maintain constant engagement with the Ministry of Heavy Industries (MHI), Department of Promotion of Industry & Internal Trade (DPIIT), Ministry of New & Renewable Energy (MNRE), Confederation of Indian Industry (CII) and Indo German Chamber of Commerce to establish a robust green hydrogen economy in India.

We have collaborated with certification agencies to shape safety regulations and standards for hydrogen combustion technology. This advocacy has successfully resulted in partnerships with commercial vehicle manufacturers (OEMs) for proof-of-concept (PoC) and series development for BS6 Stage 2 standards. We demonstrated our technological leadership by showcasing our BS6 Stage 2 hydrogen engine truck at the Bharat Mobility Global Expo 2025, demonstrating hydrogen's potential in internal combustion engines (ICE) for heavy-duty vehicles to lower the total cost of ownership (TCO) compared to diesel.

State-Level Urban Mobility & Smart Transport

Headquartered in Bengaluru, Karnataka, we maintain deep state-level dialogues to address the rapid urbanization of regional cities.

We advocate for integrated public transport frameworks, smart urban mobility solutions, and the modernization of state road transport corporations (such as KSRTC) to improve public safety, reduce congestion, and lower vehicular emissions.

Artificial Intelligence (AI), Digitalization & Tech Sovereignty

We actively participate in shaping India's digital and artificial intelligence policy. By contributing our global expertise in Agentic AI, connected mobility, and automated driving, we advocate for technology-neutral frameworks and robust cybersecurity and data privacy standards. This ensures that emerging technologies are leveraged ethically to enhance manufacturing efficiency and public infrastructure while maintaining strict regulatory compliance.

Policy Reform Initiatives

Bosch plays an active role in providing inputs related to the policy reform initiatives taken by the government. These reforms are important because they prevent economic stagnation, safeguard national security against new threats. Without continuous reform, laws become obsolete, crippled by systemic inefficiencies that stifle growth.

Corporate Social Responsibility

Empowering Communities for a Sustainable Future

Guided by a long-term vision of shared progress, social responsibility at Bosch India goes beyond obligation and remains deeply connected to our purpose of contributing to inclusive and sustainable development. Through our initiatives, we continue to empower communities, strengthen livelihoods, and promote environmental stewardship.

Aligned with the Government of India's vision of equitable and inclusive development, our CSR efforts this year have focused on education, skill development, sustainable mobility, environmental stewardship, water conservation, and integrated community development. These interventions are designed to address real-world challenges while enabling access to opportunity, dignity, and resilience across diverse communities.

As we move forward, we remain committed to deepening our impact through collaborative, need-based, and scalable solutions that empower individuals and contribute meaningfully to nation-building.

Key Highlights of 2025–26

Strengthening Learning Environments

Need-based civil and digital infrastructure support was extended to 18 government schools and 3 Anganwadis, including smart classrooms and improved learning spaces, creating safer, more inclusive, and more engaging environments for children.

Water Conservation & Ecosystem Restoration

Seven water bodies across multiple locations were rejuvenated and maintained, strengthening groundwater recharge, ecological balance, biodiversity, and long-term water security while supporting resilient ecosystems and surrounding communities.

RMNCAH+N Initiative

The newly launched RMNCAH+N program focused on addressing anemia among women and adolescent girls through awareness, screenings, health camps, and preventive healthcare interventions, reaching 21,788 beneficiaries in its first year.

Expansion of Technical Skill Centers

Building on the success of the Technical Skill Centers, the program expanded into another high-growth and emerging domain, Home Appliances and Power Tools, to equip youth with industry-relevant skills that enhance their prospects for both employment and self-employment. New training centers were established in Chennai, Tamil Nadu, and Chisopani, Sikkim, extending the program's reach to new geographies while diversifying its technical training portfolio. These centers provide hands-on, market-oriented training aligned with industry requirements, enabling young people to access sustainable livelihood opportunities and contribute effectively to the growing service and maintenance sectors.

Awareness through BRACE

Through Bosch's Road Safety Awareness and Community Engagement (BRACE) program, a sustainable mobility initiative, more than 28,900 school students, teachers, drivers, and youth were sensitized to responsible road behavior, preventive safety practices, and inclusive mobility solutions.

Recognition & Awards

Bosch India's social impact initiatives received nine prestigious recognitions across education, skilling, water conservation, livelihoods, and employee engagement, reaffirming the organization's commitment to inclusive and sustainable development.

Skill Development

Guided by the belief that meaningful employment can transform lives and strengthen communities, skill development for youth remains one of the core focus areas of Bosch India's social engagement efforts. Through inclusive and industry-relevant, job-driven skilling programs, we focus on equipping youth, particularly those from underserved backgrounds, with the skills, confidence, and opportunities needed to participate in a rapidly evolving economy and contribute to reducing unemployment.

With changing industry demands and the emergence of new technologies, the need for job-ready talent has become increasingly critical. Bosch addresses this through a diverse portfolio of skilling initiatives that combine technical expertise with practical learning and employability skills. Flagship programs such as Bosch's Response to India's Development & Growth through Employability Enhancement (BRIDGE) and the Livelihood Enhancement through Automotive Skills Development Program (LEAP) continue to create pathways to sustainable livelihoods by preparing youth for careers in the automotive, manufacturing, and service sectors. In parallel, specialized technical training under the Technical Skills Program supports trade-specific capabilities aligned with current market requirements, enabling trainees to pursue employment or self-employment opportunities.

A strong emphasis is also placed on inclusion, ensuring that the urban poor, women, persons with disabilities (PwD), and youth from the LGBTQIA+ community have access to dignified employment and self-employment opportunities.

22,819
Enrolled across Various Skill Development Initiatives in 20 States & 2 UTs

8,932
Women Trainees

390
Trainers Trained under Train the Trainer Program

BRIDGE: Employability Skills

Launched in 2013, Bosch's Response to India's Development & Growth through Employability Enhancement (BRIDGE) is the Company's flagship skilling initiative focused on addressing youth unemployment and bridging the gap between education and employability. The program equips school dropouts and unemployed youth with essential employability skills, including life skills, workplace readiness, soft skills, digital literacy, and sector-specific

training across retail, hospitality, logistics, and business process outsourcing (BPO).

Designed as a short-term, industry-oriented skills development program, BRIDGE combines structured, classroom-based, interactive, and activity-driven learning with on-the-job training, enabling youth to transition confidently into entry-level roles in the service sector. Over the years, the initiative has expanded nationwide through partnerships with NGOs, educational institutions, training centers, aspirational districts, and government agencies.

During the reporting year, 13,065 youth were enrolled under the program across 20 states and 2 union territories. This included 333 trainees enrolled under dedicated BRIDGE programs implemented in academic institutions located in aspirational districts. Women's participation stood at 47 percent, with the program achieving an overall placement rate of 70 percent. Additionally, 152 trainers underwent capacity-building initiatives to further strengthen the quality of training delivery and learner outcomes.

13,065
Youth enrolled across 20 states and 2 UTs

47 percent
Women participation

70 percent
Placement rate

LEAP: Skilling Automotive Technicians for Tomorrow

The Livelihood Enhancement through Automotive Skills Development Program (LEAP) empowers youth with industry-aligned technical training for the two-wheeler and four-wheeler service industry, preparing them for careers as automotive technicians and sales and service advisors. The curriculum is tailored to evolving industry requirements, ensuring practical and job-relevant learning.

During 2025–26, 8,040 youth were enrolled under the program, which achieved a placement rate of 63 percent. To further strengthen training quality and learner outcomes, 223 trainers underwent the Train the Trainer (TTT) intervention, enhancing instructional effectiveness across training centers.

8,040
Youth Enrolled

63 percent
Placement Rate

223
Trainers Trained under Train the Trainer Program

Technical Skills Program (Carpentry and Home Appliances & Power Tools)

The Technical Skills Program in Carpentry, Home Appliance Service, and Power Tools is focused on empowering youth with practical, industry-relevant skills that enable sustainable and dignified livelihood opportunities through employment or self-employment.

During the year, 1,134 youth were enrolled across technical skill centers in multiple locations. Expanding the program's reach, new Home Appliances and Power Tools training centers were established in Sikkim and Chennai. In addition, trainers underwent the Train the Trainer program to strengthen instructional quality and enhance learner outcomes.

LEAD: Empowering Women, PwDs, and LGBTQIA+ Youth

The Livelihood Enhancement and Development (LEAD) Program reflects Bosch's continued commitment to inclusive social development by providing livelihood skills training for women, persons with disabilities (PwD), and members of the LGBTQIA+ community.

For youth with disabilities, the program supported individuals with visual, speech, and hearing impairments, locomotor disabilities, dwarfism, and cerebral palsy through accessible learning environments and customized sector-specific training. In parallel, we advanced women's economic participation through a specialized initiative that trained women to become electric vehicle (EV) auto drivers, enabling greater mobility, confidence, and financial independence.

During the year, 75 women were trained as EV auto drivers in Bengaluru and Chennai. They were supported in obtaining driving licenses and facilitated in renting or purchasing auto-rickshaws, enabling them to generate income and contribute to their families' livelihoods. In addition, 350 youth with disabilities and 155 individuals from the LGBTQIA+ community received sector-specific skills training in partnership with expert organizations. The initiative represents a meaningful step toward fostering inclusion, dignity, and equal access to sustainable livelihood opportunities.

350
Youth Trained with Disabilities

155
Individuals from the LGBTQIA+ Community Trained

75
Women were Trained in EV Auto Driving

Sustainable Mobility

We focus on sustainable mobility through a long-term vision of creating safer, greener, and more inclusive mobility ecosystems that improve the quality of life for communities. Our approach extends beyond environmental sustainability to address critical aspects such as road safety, responsible road behavior, capacity building, innovation, and evidence-based research aimed at identifying mobility-related challenges and developing scalable solutions for the wider public.

Through sustained interventions, efforts are being made to strengthen road safety infrastructure and awareness across multiple regions. This includes the identification and mitigation of accident-prone black spots on select highways, the development of model corridors, the implementation of safe school zone initiatives, and engagement in policy advocacy to encourage safer mobility practices and systems.

Alongside these efforts, we are also contributing to the advancement of sustainable urban mobility through research-driven initiatives, the enhancement of public transport systems, academia-led innovation, and the development of digital and data-driven solutions that support inclusive city mobility planning. During 2025–26, the various interventions undertaken under this focus area positively impacted more than 37,300 beneficiaries across multiple locations.

37,300+
Total Beneficiaries across Multiple Locations

28,900+
Individuals Sensitised about Road Safety

3,147
Mechanics Trained in Sustainable Practices in 1,500+ Garages

Bosch's Road Safety Awareness and Community Engagement (BRACE)

Bosch's Road Safety Awareness and Community Engagement (BRACE) program continues to promote a culture of responsible and safe road behavior through sustained awareness, education, and community-driven interventions. Designed to engage schoolchildren, youth, drivers, and local communities, the program adopts a holistic approach that combines behavioral sensitization, practical learning, infrastructure support, and stakeholder collaboration to create safer mobility ecosystems.

During 2025–26, the program sensitized 23,511 school students, 197 parents, and 197 teachers across 72 schools on road safety practices. Awareness initiatives also reached 1,186 commercial drivers and 4,059 college students, strengthening engagement among key road users. Interventions included school safety audits, safe school zone initiatives, public awareness campaigns, and road safety clubs.

In Nashik, more than 5,000 driver's license applicants at the RTO received simulator-based training to enhance preparedness before taking to the roads. Efforts in Chennai and Gangaikondan focused on strengthening school-based safety measures, while Jaipur saw expanded engagement with colleges. These initiatives were further supported through the installation of 84 CCTV cameras, highway audits, and black-spot rectification measures to improve overall road safety.

Sustainable Urban Transportation

Sustainable Urban Transportation focuses on promoting low-emission, efficient, and inclusive mobility solutions. With a strong emphasis on strengthening public transportation and reducing environmental impact, the initiative addresses critical urban mobility challenges through a combination of capacity building, research, and system-level interventions.

As part of these efforts, we conducted Green Service Camps and awareness initiatives for roadside mechanics, promoting environmentally responsible automotive service practices and encouraging sustainable behavior among both mechanics and vehicle users. During the year, 3,147 mechanics were trained in sustainable vehicle servicing practices in over 1,500 garages, contributing toward cleaner and more efficient mobility ecosystems.

In parallel, we continued supporting the development of a city-scale Multi-Modal Mobility Demand Modelling (M3DM) framework in collaboration with a leading academic institution. The initiative aims to enable data-driven transport planning, strengthen public bus systems, improve accessibility and ease of local travel, and encourage greater reliance on efficient public transportation over personal vehicles, thereby contributing to more sustainable and livable cities.

As part of the initiative, 20 officials from the Directorate of Urban Land Transport (DULT), Directorate of Town and Country Planning (DTCP), Greater Bengaluru Authority (GBA), Bengaluru Development Authority (BDA), and Bengaluru Metropolitan Region Development Authority (BMRDA) were trained on the M3DM framework to strengthen institutional capacity for sustainable urban mobility planning.

Research & Innovation

Supporting research and innovation in sustainable mobility continues to be an important focus of Bosch's social engagement efforts, aimed at developing inclusive, practical, and future-ready mobility solutions that address real-world challenges. Through collaborations with government bodies, academic institutions, and research organizations, Bosch is fostering data-driven approaches to improve transport planning, strengthen road connectivity, and build safer and more accessible mobility systems.

During the year, two innovation ideas were launched, which received over 500 applications, of which 34 ideas were shortlisted and 14 were selected for final prototype development.

A key milestone during the year was the completion of research for a basic-level assistive smart mobility cane for visually impaired children, designed to support safer and more independent movement. The project has now progressed to the manufacturing stage. Ongoing collaborations are also advancing research in inclusive transportation, green mobility, and alternative fuels. In parallel, the Safe School Zone initiative continues to leverage research and pilot interventions to develop scalable, evidence-based solutions for safer school commutes.

Safer Access to School

The program aims to enhance school zone safety through data-driven research, stakeholder engagement, and pilot interventions. By studying different schools and implementing projects, the program will showcase scalable strategies for improving access to schools. The initiative will also help inform policies aimed at creating safer access to schools.

Integrated Community Development (ICD)

Empowering Communities through Holistic Interventions

The thematic area, Integrated Community Development, is designed to respond to the evolving needs of communities through holistic, sustainable, and inclusive interventions. The initiatives focus on improving environmental sustainability, conserving water bodies, strengthening access to quality education and basic healthcare, and enabling access to government schemes and sustainable livelihood opportunities for underserved communities.

Guided by a need-based and participatory approach, Bosch works closely with communities to create long-term impact that enhances overall well-being and resilience. By integrating social, environmental, and economic development efforts, the approach aims to build stronger, healthier, and more inclusive communities while ensuring that development remains sustainable and responsive to the evolving needs of people.

Water Conservation and Afforestation

Rejuvenation and Maintenance of Water Bodies

We continue to strengthen our commitment to environmental sustainability through long-term water conservation and ecosystem restoration initiatives across multiple locations in four states. These initiatives are driven by a long-term commitment to restoring ecological balance, strengthening water security, and reviving natural ecosystems for surrounding communities.

About seven water bodies were supported under the social engagement initiative, including the continued maintenance of lakes rejuvenated in earlier years to preserve their water-holding capacity, groundwater recharge potential, biodiversity, and green cover. These sustained efforts are intended to eventually enable community-led ownership and maintenance of the restored ecosystems.

In addition to lake conservation, initiatives such as the Ridge-to-Valley Watershed Restoration project, rejuvenation of percolation tanks, pond restoration, and irrigation tank rehabilitation were undertaken to improve groundwater recharge, reduce soil erosion, and support sustainable water management. Collectively, these interventions have positively impacted over 36,300 lives and contributed to the conservation capacity of more than 1.76 billion litres of water, fostering healthier ecosystems and more climate-resilient communities.

Afforestation

Strengthening green cover and restoring ecological balance continue to be important focus areas of Bosch's environmental sustainability efforts. Through afforestation, tree plantation, agroforestry, and social forestry initiatives implemented across multiple locations, Bosch is contributing toward climate resilience, biodiversity conservation, and improved community well-being. To date, more than 308,200 trees have been planted, including over 18,200 saplings during the reporting year, alongside the continued maintenance of more than 51,000 trees planted in previous years to ensure sustained environmental impact and healthy green cover.

These initiatives have positively impacted over 110,442 community members by contributing to improved local ecosystems, biodiversity, and environmental awareness. As part of the agroforestry initiative, 43 farmers were supported with 6,915 multi-species saplings, creating opportunities for enhanced and sustainable income generation over time. The interventions are also expected to contribute significantly to carbon sequestration, further strengthening efforts toward environmental sustainability and climate-conscious community development.

7
Water Bodies Conserved and Maintained

36,300+
Lives Touched through Lake Rejuvenation Efforts

1.76 billion liters
Of Water Conserving Capacity Created

3,08,200
Trees Planted to Date

18,200+
Saplings in 2025–26

1,10,442
People Benefited from Afforestation Initiatives

Promoting Education

EXCEL

The Excellence in Learning and Education (EXCEL) program continues to strengthen the quality of classroom learning by building the capacities of government school teachers and fostering 21st century competencies among students in Grades 4 to 8.

Aligned with the goals of the National Education Policy (NEP) 2020 and NIPUN Bharat, the program encourages a shift from conventional teaching methods toward experiential, activity-based, and project-driven learning approaches that make classrooms more engaging, inclusive, and outcome-oriented.

Through continuous teacher development and classroom support, EXCEL aims to create meaningful learning environments that enhance foundational learning and critical thinking among students. During 2025–26, a total of 836 teachers from 227 schools across multiple locations were trained, some through internal experts and others through partners, positively impacting 25,080 students through improved teaching practices and learner engagement.

Anganwadi and Government School Infra Support

Through targeted infrastructure support, Bosch is helping create nurturing, inclusive, and future-ready learning environments for children in Anganwadis and government schools across multiple locations. The interventions focus on strengthening both physical and digital learning infrastructure to improve the overall quality of education and create spaces where children feel safe, engaged, and encouraged to learn with confidence.

During the year, infrastructure support was extended to 18 government schools and 3 Anganwadis through the development of civil and digital infrastructure based on local needs. This included the establishment of digital classrooms and smart classroom facilities aimed at making learning more interactive, accessible, and technology-enabled for students and teachers alike. Improvements in classrooms, learning spaces, and essential facilities have contributed toward creating more conducive and child-friendly educational environments.

The initiative also focuses on strengthening foundational learning and holistic child development during the critical early and school-going years. Alongside infrastructure enhancement, 616 Anganwadi workers underwent capacity-building initiatives to improve the quality of care and learning support provided to children. Collectively, these interventions positively impacted 6,135 children and students across multiple locations.

PragyaNiketan

PragyaNiketan has, over the years, evolved into a knowledge center and after-school learning initiative that empowers high-potential schoolgirls in rural areas of Jaipur, Rajasthan, by strengthening their academic learning, life skills, and leadership development. Since 2014, the program has expanded from 70 to 210 students in Classes 8 to 12, supported through a purpose-built facility equipped with classrooms, a computer lab, and a playground. Beyond academics, students are nurtured through self-defense training, cyber awareness sessions, leadership development, and career mentoring, fostering pathways of dignity, aspiration, and self-belief.

836
Teachers Trained through EXCEL

25,080
Students Benefited through EXCEL

6,135
Children Benefited through Anganwadi Interventions

616
Anganwadi Workers Underwent Capacity Building Training

18
Government Schools Received Infrastructure Support

Access to Basic Healthcare

Mobile Medical Units

Mobile Medical Units, operational for the past three years, have strengthened access to quality and preventive healthcare, particularly among underserved rural communities. In 2025–26, four MMUs were deployed across Gangaikondan, Chennai, Nashik, and Jaipur, reaching approximately 66,149 beneficiaries across 105 villages by delivering essential medical services and promoting awareness of preventive health practices.

In addition to healthcare delivery, capacity-building initiatives were undertaken for frontline healthcare workers to enhance community-level care and service quality. These integrated efforts have contributed to healthier, more informed, and better-supported rural communities.

RMNCAH + N

The RMNCAH+N initiative was strengthened in response to findings indicating that anemia continues to significantly affect women and adolescent girls across generations in several communities. In view of this, a targeted program was introduced in 2025–26 with a focus on awareness generation, early screening, and timely intervention to address and prevent the growing burden of anemia, particularly among school-going adolescent girls and women.

In its inaugural year, the program reached 21,788 beneficiaries through a combination of health screenings, health camps, and community sensitization activities. These efforts have helped reinforce preventive healthcare practices, improve the early identification of health risks, and contribute to better health outcomes for women, adolescents, and their families across communities.

Midday Meal

The Midday Meal program, aimed at supporting children's growth, health, and learning outcomes, has been supported since 2016 through contributions to the upkeep of a centralized mid-day meal kitchen in Jigani, Bengaluru. This facility has the capacity to prepare and distribute up to 30,000 meals daily to children in government schools, ensuring consistent access to nutritious food. The initiative has contributed to improved nutrition, enhanced school attendance, and the holistic development of children.

66,149
Residents Served via MMUs

105
Villages Reached by MMUs

21,788
RMNCAH+N Beneficiaries

Community Development Centres (CDCs) and Rural Livelihoods

Community Development Centres, established by Bosch Limited as part of its rural community-based support system, continue to function as nodal hubs driving grassroots transformation. These centres facilitate access to government schemes, build awareness, and provide on-the-ground assistance to villagers, enabling stronger linkages with essential services. Through a network of six centres, the initiative has deepened its impact,

reaching approximately 36,900 individuals across 126 villages in 2025–26. In collaboration with 15 government departments, the program has expanded access and improved community outreach. Further strengthening its presence in Jaipur, a second Community Development Centre was established in Phaliyawaas village to extend outreach and support to surrounding rural communities.

The Rural Livelihood Enhancement program focuses on sustainable livelihood creation as a pathway to long-term empowerment, particularly for women and marginalized rural communities. Designed to respond to local contexts and community-specific needs, the interventions span women's entrepreneurship, regenerative agriculture, community-based enterprises, and natural resource-based livelihoods for tribal and rural populations. During 2025–26, the program supported 3,997 beneficiaries, including 957 women, and strengthened 183 Self-Help Groups, enhancing income generation, resilience, and financial independence. The initiative also extended targeted support to women affected by domestic violence, equipping them with skills for economic empowerment and reinforcing the commitment to dignified and independent living.

6
CDCs Established

36,900
Individuals Reached across 126 Villages

3,997
People Trained in Livelihoods

183
Self-Help Groups Supported

Employee Social Engagement

At Bosch, social responsibility is strengthened not only through social initiatives, but also through the compassion and collective efforts of its employees. Through a culture rooted in empathy, purpose, and volunteerism, Bosch associates continue to contribute their time, skills, and care toward creating meaningful community impact.

The launch of the Socio app, along with initiatives such as the Social Engagement Thank-a-Thon and Kindness Carnival 2025, further strengthened employee participation and reinforced a shared commitment toward kindness, inclusion, and community well-being.

105
Volunteering Initiatives

109,910
Beneficiaries

3,776
Bosch Volunteers

13,629
Volunteering Hours

Recognition of Efforts and Impact Created

In 2025–26, Bosch India's sustained commitment to social impact and sustainability was recognized through nine prestigious awards across education, skilling, water conservation, and employee volunteering, reflecting the breadth of its community development efforts.

In education, the Bhamasha Award recognized interventions in government schools in Jaipur, Rajasthan. In skill development, Bosch received an Appreciation Plaque from FICCI and the FKCCI Award for the BRIDGE employability skills program. Livelihood initiatives were further recognized with the Bosch Global Sustainability Award for the Kani Tribal Livelihood Project in Tamil Nadu.

Water conservation efforts were honored with the ASSOCHAM India Water Award and recognition at the 4th CSR Conclave and Awards by The Bengal Chamber of Commerce & Industry. In addition, the 'Act of Kindness' employee volunteering program received the ET HR World Human Capital Award.

Way Forward

Looking ahead, Bosch India's Social Engagement strategy will continue to advance inclusive growth by scaling impactful interventions and strengthening long-term sustainability outcomes. Building on the achievements of 2025–26, the focus will remain on expanding programs across skill development, sustainable mobility, healthcare, education, environmental conservation, and integrated community development.

Anchored in the principle of "with the community, not for the community," Bosch will further strengthen participatory approaches that ensure interventions are locally relevant, inclusive, and sustainable.

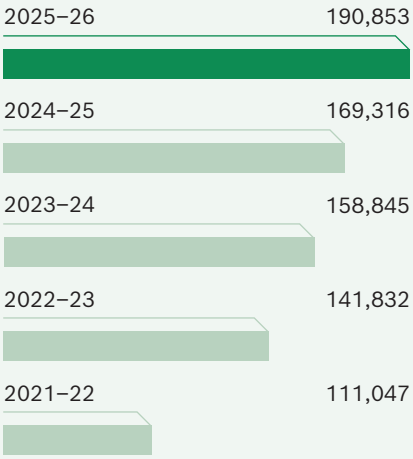
At the same time, employee volunteering will be further enabled through more structured and accessible platforms for engagement, encouraging deeper participation in social initiatives. Through these continued efforts, Bosch India remains committed to creating meaningful, shared value for communities and contributing to a more sustainable future.

Financial Fortitude

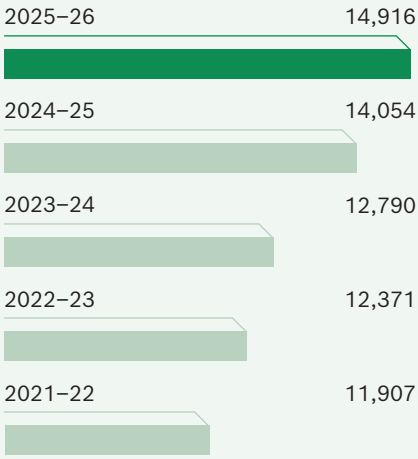
Creating Value with Discipline

Financial Metrics

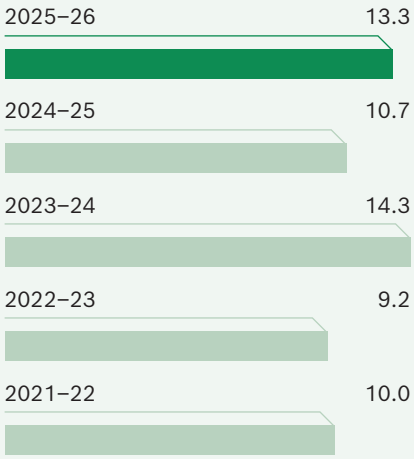
Revenue from Sale of Products (₹ million)



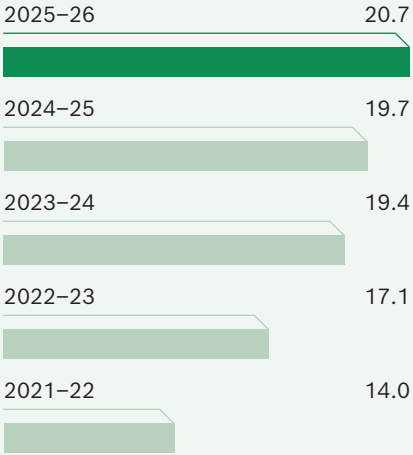
Export of Products (₹ million)



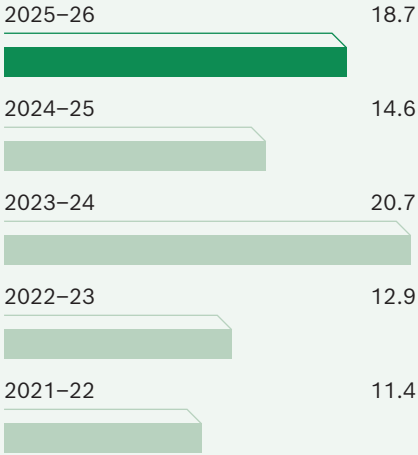
Profit after Tax (PAT) as a Percentage of Total Income



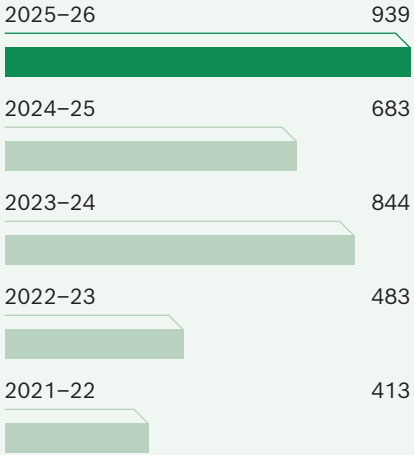
Return on Capital Employed (ROCE)* (percent)



Return on Net Worth (RONW) (percent)



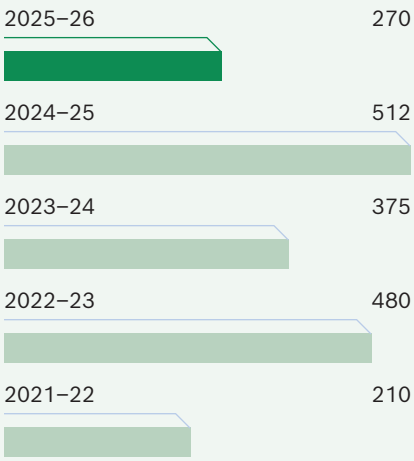
Earnings per Share (EPS)# (₹)



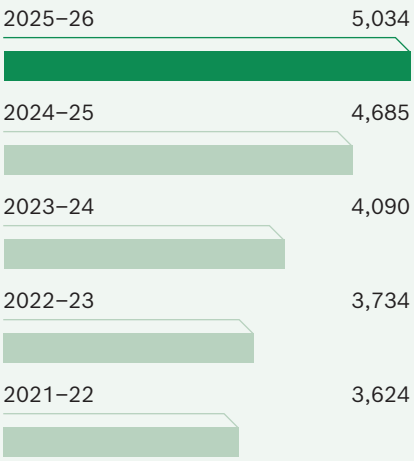
*Before tax and exceptional items and excluding discontinued operations

#Based on PAT including exceptional items

Dividend per Share**
(₹)



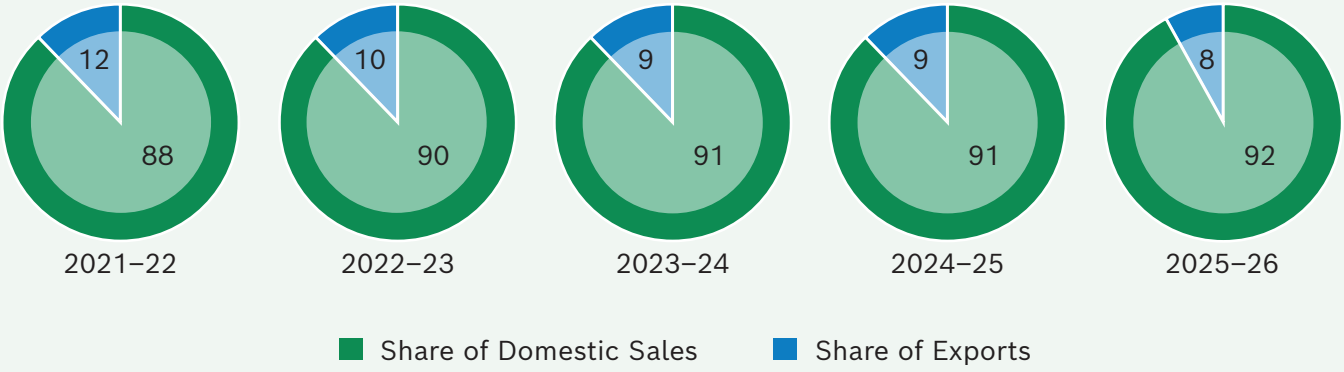
Book Value per Share
(₹)



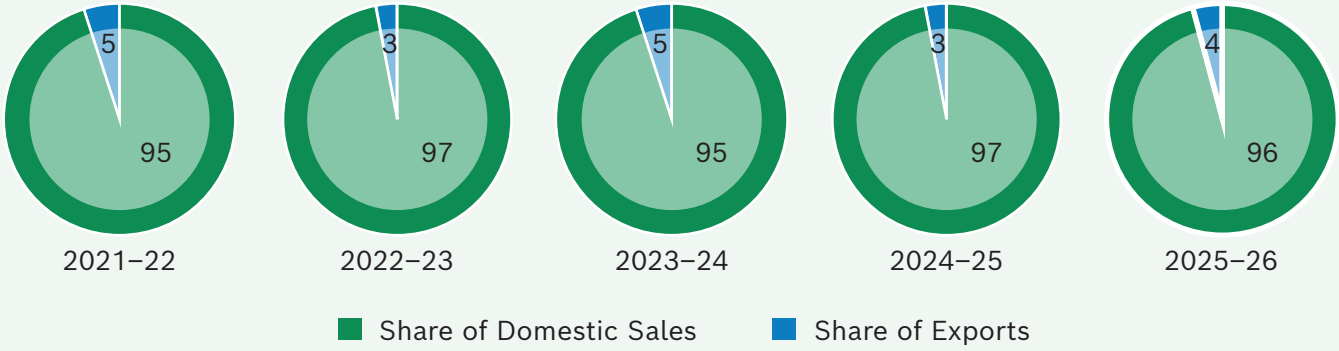
**Including interim dividend

Sales Composition

Mobility Sector (percent)

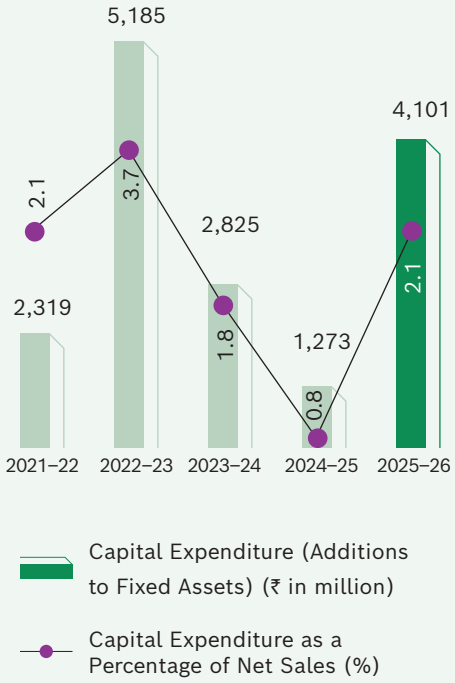


Business Beyond Mobility Sector (percent)

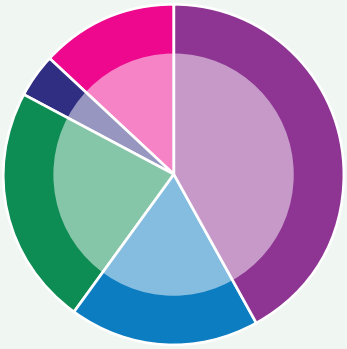


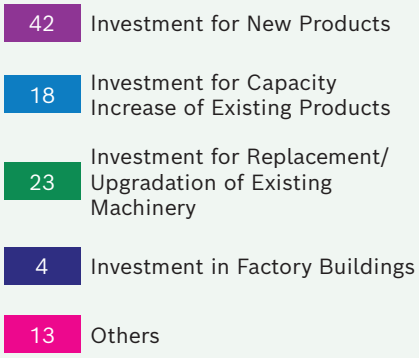
Capital Investments

Capital Expenditure in MINR & as a percentage of Net Sales



Split of Capital Expenditure (2025–26) (% to total)





Financials at a Glance

10 Years' Performance

Particulars	UoM	2025–26	2024–25	2023–24	2022–23	2021–22	2020–21	2019–20	2018–19	2017–18	2016–17
Sale of Products	₹ in million	190,853	169,316	158,845	141,832	111,047	89,646	89,441	117,818	112,108	99,426
Of which Export Sales	₹ in million	14,916	14,054	12,790	12,371	11,907	8,606	7,869	8,999	10,346	8,240
Profit Before Tax (After Exceptional Items)	₹ in million	36,420	27,326	31,810	18,824	15,001	5,671	9,197	23,410	20,406	20,944
Less: Total Tax Expense	₹ in million	8,717	7,193	6,905	4,579	2,829	846	3,349	7,430	6,698	6,503
Profit After Tax	₹ in million	27,703	20,133	24,905	14,245	12,172	4,825	5,848	15,980	13,708	14,441
Profit from Discontinued Operations	₹ in million	–	–	–	–	–	–	650	–	–	2,970
Items of OCI Recognised Directly in Retained Earnings	₹ in million	220	30	83	16	(100)	285	81	157	167	(109)
Profit Before Appropriation	₹ in million	27,923	20,163	24,988	14,261	12,072	5,110	6,579	16,137	13,875	17,302
Paid-up Capital	₹ in million	295	295	295	295	295	295	295	295	305	305
Reserves (Other than Other Reserves)	₹ in million	137,311	124,459	109,309	98,625	96,456	87,776	85,765	82,917	92,298	81,729
Net Worth (Paid-up Capital + Reserves)	₹ in million	137,606	124,754	109,604	98,920	96,751	88,071	86,060	83,212	92,603	82,034
Net Block of Fixed Assets (Including Right-of-Use Assets)	₹ in million	11,155	10,209	11,129	12,003	10,276	11,089	11,274	10,108	11,411	13,194
Additions to Gross Block	₹ in million	4,101	1,273	2,825	5,185	2,319	2,461	5,597	2,612	2,757	6,485
Earnings per Share	₹	939	683	844	483	413	164	220	525	449	465

Note: Previous years' figures have been recast/regrouped wherever necessary.

Offices

Zonal Offices – Mobility Aftermarket

Delhi Zonal Office
"Rishyamook"85A, Panchkuin Road, New Delhi – 110 001

Lucknow Zonal Office
CP-138, Viraj Khand, Gomti Nagar, Near Hotel Grand JBR Lucknow – 226 010

Kolkata Zonal Office
91A, Park Street Kolkata – 700 016

Ahmedabad Zonal Office
31/32, JMC House, Level 3 Opp. Parimal Gardens, Ellis Bridge, Ahmedabad – 380 006

Mumbai Zonal Office
906-908, 9th Floor Solaris One, N. S. Phadke Marg Off. Telli Galli Andheri (East) Mumbai – 400 069

Ernakulam
Unit No. S-09, 6th Floor, Alapatt Heritage Building, M.G. Road, Kovilvattom, Desom, Ernakulam Village, Kochi – 682 035

Chennai Zonal Office
Sabari Sunnyside, 2nd Floor, Middle Wing #8/17, Shafee Mohamad Road Off. Greams Road, Thousand Lights, Chennai – 600 006

Bengaluru Zonal Office
Building No. 209PT AT Complex Adugodi, Bangalore – 560 030

Mohali
Bestech Business Tower, A-825, 8th Floor, Sector-66, Mohali, Punjab – 160 059

Indore
Plot No 1, PU4 (Commercial), Scheme No. 54, Apartment Unit No. 302, Third Floor, Apollo Premier Commercial, Indore, 452 010

Secunderabad
Unit 310A, 3rd Floor, Eden Square, Secunderabad – 500 003

Guwahati
Office Tribe Coworking, C/o Gauhati Tea Warehousing Private Limited, Christian Basti, G. S Road, Guwahati – 781 005

Bhubaneswar
My Branch, # 16 17, BMC Bhawani Office Complex, 1st Floor, Block 1 & 2, Saheed Nagar, Bhubaneshwar, Odisha – 751 007

Jaipur
Unit No. 515, 5th Floor, Jaipur Electronic Market, Near Riddhi Siddhi Circle, Jaipur – 302 018

Sales Offices – Power Tools

Delhi
Rishyamook, 85-A, Panchkuian Road New Delhi – 110 001

Lucknow
CP-138, Viraj Khand, Gomti Nagar Near Hotel Grand JBR Lucknow – 226 010

Kolkata
91-A, Park Street Kolkata – 700 016

Raipur
3rd Floor, Pithalia Complex, Opposite BSNL Telephone K K Road Exchange Fafadin Chowk, Raipur – 492 001

Ahmedabad
31/32, JMC House, Level 3 Opp. to Parimal Gardens, Ellis Bridge, Ahmedabad – 380 006

Mumbai
906-908, 9th Floor, Solaris One, Off: Telli Galli, Near Flyover, N.S.Phadke Marg, Andheri (East), Mumbai – 400 069

Chennai
Keppel One Paramount, Unit No. 101, 1st Floor, Campus 20, No. 110, Mount Poonamallee Road, Manapakkam, Porur, Chennai – 600 116.

Surat
Power Tools Division, B 104, International Trade Center, Majura Gate, Surat – 395 001

Bengaluru
Building No.603
4th Floor Hosur Road, Adugodi Bengaluru- 560 030

Hyderabad
Level No. 1, am @10, MB Towers, Banjara Hills, Hyderabad – 500 034.

Bhubaneswar (Business Centre)
Plot No.34/A, Ground Floor, VIP Area, Nayapalli, Bhubaneswar – 751 015

Gurgaon
Unit No. 303, Block – B, Unitech Business Park, South City-1, Gurgaon – 122 002

Indore
Plot No 1, PU4 (Commercial), Scheme No. 54, Apartment Unit No. 302, Third Floor, Apollo Premier Commercial, Indore – 452 010

Ernakulam
Unit No. S-03, 6th Floor, Alapatt Heritage Building, M.G. Road, Kovilvattom, Desom, Ernakulam Village, Kochi – 682 035

Pune
3rd Floor, Godrej Millennium, Hotel Taj Vivanta, Koregaon Park, Pune – 411 001

Mohali
Bestech Business Tower, Unit – 825, 8th Floor, Tower A, Sector – 66, Mohali

Mumbai
Bosch Power Tools Service Center Shop No. 7 & 8, Aspen Garden at CTS No.554-A of Village Pahadi at Walbhat Road, Near Ram Mandir Station (East) Goregaon (East), Mumbai – 400 063

Delhi
Bosch Service Center, 18, Community Center, Phase 1, Mayapuri, New Delhi – 110064

Chennai
Bosch Service Center Power Tools Division, No. 69, Habibullah Road, Next to Padma Seshadri School, T.Nagar, Chennai – 600 017.

Ghaziabad
204, Tower-2, SG Estates, SG Alpha Tower, Sector 9, Vasundhara, Ghaziabad. UP – 201 012.

Guwahati
No. 507, 5th Floor, Protech Centre, G.S. Road, Ganeshguri, Guwahati – 781 006

BOSCH LIMITED

(CIN: L85110KA1951PLC000761)
Registered Office: Hosur Road, Adugodi, Bengaluru - 560 030.
Tel: +91 9262105247
Website: www.bosch.in; E-mail: secretarial.corp@in.bosch.com

NOTICE is hereby given that the **Seventy Fourth (74th)** Annual General Meeting of Bosch Limited (the "Company") will be held on **Tuesday, August 11, 2026, at 11:00 a.m. (IST) at Trinity Hall, Taj MG Road, 41/3, Mahatma Gandhi Road Bengaluru-560 001**, to transact the following businesses:

ORDINARY BUSINESS:

1. **Consideration and adoption of audited standalone financial statements of the Company for the Financial Year ended March 31, 2026, and the reports of the Board of Directors and Auditors thereon:**

   *To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:***

   "RESOLVED THAT the audited standalone financial statements of the Company for the Financial Year ended March 31, 2026, and the reports of the Board of Directors and Auditors thereon, as circulated to the Members, be and are hereby received, considered and adopted."

2. **Consideration and adoption of audited consolidated financial statements of the Company for the Financial Year ended March 31, 2026, and the reports of the Auditors thereon:**

   *To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:***

   "RESOLVED THAT the audited consolidated financial statements of the Company for the Financial year ended March 31, 2026, and the reports of the Auditors thereon, as circulated to the Members, be and are hereby received, considered and adopted."

3. **Declare Final Dividend of ₹ 270 /- on equity shares for the Financial Year ended March 31, 2026:**

   *To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:***

   "RESOLVED THAT a final dividend of ₹ 270 /- (Rupees Two Hundred Seventy only) per equity share of ₹ 10/- each be declared for the Financial Year ended March 31, 2026 and that the same be paid out of the profits of the Company to those shareholders whose names appear in the Register of Members of the Company as on August 04, 2026 (Record date) in the case of physical holding and to the beneficial owners of shares as recorded with the Depositories in the case of demat holding as per details to be furnished by the National Securities Depository Ltd and Central Depository Services (India) Ltd."

4. **Re-appointment of Mr. Stefan Grosch (DIN: 10145827), as a Director liable to retire by rotation:**

   *To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:***

   "RESOLVED THAT in accordance with the provisions of Section 152(6) and any other applicable provisions of the Companies Act, 2013, Mr. Stefan Grosch (DIN: 10145827), who retires by rotation and being eligible for re-appointment, be and is hereby re-appointed as a Director of the Company."

SPECIAL BUSINESS:

5. **Ratification of remuneration of Cost Auditors:**

   *To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution:***

   "RESOLVED THAT pursuant to the provisions of Section 148 and any other applicable provisions of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014, (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof, for the time being in force), consent of the members is hereby accorded to ratify remuneration of ₹ **8,00,000** (Rupees Eight Lakhs Only) plus applicable taxes and out of pocket expenses payable to Messrs. K.S. Kamalakara & Co., Cost Accountants having Firm Registration No. 000296, appointed by the Board of Directors as Cost Auditors of the Company to conduct the audit of cost records of the Company for the Financial Year 2026-27."

6. **Material Related Party Transaction with Robert Bosch GmbH (RB GmbH):**

   To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

   "RESOLVED THAT pursuant to the provisions of Section 188 of the Companies Act, 2013 read with Regulation 23 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended till date, along with the relevant rules made thereunder (including any statutory modification(s) or re-enactment thereof, for the time being in force) and the Related Party Transaction policy of the Company, the consent of the members be and is hereby accorded to the Board of Directors of the Company **("the Board")**, which expression shall also include a committee thereof duly constituted by the Board, to continue with the existing contract(s)/ arrangement(s)/transaction(s) and/or enter into and/or carry out new contract(s)/ arrangement(s)/transaction(s) (whether by way of an individual transaction or transactions taken together or series of transactions or otherwise), as detailed in the Explanatory Statement with Robert Bosch GmbH (RB GmbH), ultimate holding company of Bosch Limited, accordingly a Related Party of the Company, on such terms and conditions as maybe agreed between both the parties, for an aggregate value not exceeding **Rs.9,000 Crores from 74th AGM to be held in 2026 to 75th AGM to be held in 2027** provided such contract(s)/arrangement(s)/ transaction(s) being carried out at arm's length and in the ordinary course of business of the Company.

   RESOLVED FURTHER THAT the Key Managerial Personnel of the Company, be and are hereby authorized to do all acts, deeds, matters and things to give effect to this resolution.**"**

7. **Material Related Party Transaction with Bosch Automotive Electronics India Private Limited:**

   To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 188 of the Companies Act, 2013 **("Act")** read with Regulation 23 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("Listing Regulations")**, as amended till date, along with the relevant rules made thereunder (including any statutory modification(s) or re-enactment thereof, for the time being in force) and the Related Party Transaction policy of the Company, the consent of the members be and is hereby accorded to the Board of Directors of the Company **("the Board")**, which expression shall also include a committee thereof duly constituted by the Board, to continue with the existing contract(s)/ arrangement(s)/transaction(s) and/or enter into and/or carry out new contract(s)/ arrangement(s)/ transaction(s) (whether by way of an individual transaction or transactions taken together or series of transactions or otherwise), as detailed in the Explanatory Statement with Bosch Automotive Electronics India Private Limited, fellow subsidiary company of Bosch Limited, accordingly a Related Party of the Company, on such terms and conditions as maybe agreed between both the parties, for an aggregate value not exceeding **Rs.4,000 Crores from 74th AGM to be held in 2026 to 75th AGM to be held in 2027** provided such contract(s)/arrangement(s)/ transaction(s) being carried out at arm's length and in the ordinary course of business of the Company.

RESOLVED FURTHER THAT the Key Managerial Personnel of the Company, be and are hereby authorized to do all acts, deeds, matters and things to give effect to this resolution.**"**

8. **Appointment of Mr. Ramesh Ramadurai (DIN: 07109252) as a Non-Executive Independent Director for a term of five (5) years:**

To consider and if thought fit, to pass the following resolution as a ***Special Resolution:***

"**RESOLVED THAT** Mr. Ramesh Ramadurai (DIN: 07109252), who was appointed as an Additional Director (Non-Executive Independent) of the Company with effect from May 21, 2026 by the Board of Directors of the Company, based on the recommendation of the Nomination and Remuneration Committee in terms of Section 161 of the Companies Act, 2013 (**"Act"**) read with the Articles of Association of the Company, who is eligible for appointment and who has consented to act as a Director of the Company, be and is hereby appointed as a Director of the Company.

RESOLVED FURTHER THAT pursuant to the provisions of Sections 149, 150, 152, 161 read with Schedule IV and any other applicable provisions of the Companies Act, 2013 ('Act') (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the Companies (Appointment and Qualification of Directors), Rules, 2014, Regulation 17 and other applicable provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ('SEBI Listing Regulations') as amended from time to time, the appointment of Mr. Ramesh Ramadurai (DIN: 07109252) who meets the criteria for independence as provided in Section 149(6) of the Act along with the rules framed thereunder and Regulation 16(1)(b) of the SEBI Listing Regulations and who has submitted a declaration to that effect, be and is hereby appointed as an Independent Director of the Company, not liable to retire by rotation, to hold office for a term of 5 (Five) years commencing from May 21, 2026 till May 20, 2031**."**

By Order of the Board

V. Srinivasan
Company Secretary & Compliance Officer
M. No. A16430
Date: May 20, 2026
Place: Bengaluru
Registered Office: Hosur Road, Adugodi, Bengaluru - 560 030.

NOTES:

1. A Statement setting out material facts pursuant to the provisions of Section 102(1) of the Companies Act, 2013 (the "Act") in respect of special businesses set out at Item nos. 5-9 of the Notice is annexed hereto. Further, the information required according to SEBI Master Circular dated January 30, 2026 (HO/49/14/14(7)2025-CFD-POD2/I/3762/2026) along with SEBI Circular dated June 26, 2025 (SEBI/HO/CFD/CFD-PoD-2/P/CIR/2025/93) relating to Industry Standards on "Minimum information to be provided to the Audit Committee and shareholders for approval of Related Party Transactions" ("RPT Industry Standards"), details of Directors whose re-appointment/appointment is/are proposed pursuant to Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, respectively and Secretarial Standards on General Meeting (SS-2) is also appended hereto.
2. A MEMBER ENTITLED TO ATTEND AND VOTE AT THE ANNUAL GENERAL MEETING IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE AND SUCH PROXY NEED NOT BE A MEMBER OF THE COMPANY**.**

   A person can act as proxy on behalf of members not exceeding fifty (50) and holding in aggregate not more than 10 percent of paid-up share capital of the Company. However, a member holding more than 10 percent of the total share capital of the Company may appoint a single person as proxy provided that such person shall not act as proxy for any other person or member. A Proxy Form is annexed to this notice.
3. If a Proxy is appointed for more than fifty (50) Members, he/she shall choose any fifty (50) Members and confirm the same to the Company before the commencement of period specified for inspection of proxy lodged. In case the Proxy fails to do so, the Company shall consider only the first fifty proxies received as valid.
4. The form of proxy to be effective shall be duly completed and deposited at the Registered Office of the Company not less than 48 hours before the commencement of the meeting. During the period beginning 24 hours before the time fixed for the commencement of the meeting and ending with the conclusion of the meeting, a member would be entitled to inspect the proxies lodged, at any time during the business hours of the Company, provided not less than 3 days' written notice is given to the Company.

5. An instrument of Proxy duly filled, stamped, and signed is valid only for this Annual General Meeting including any adjournment thereof.
6. Corporate/ Institutional Members are entitled to appoint authorized representatives to attend the AGM on their behalf and cast votes through remote e-voting or at the AGM. Corporate/ Institutional Members intending to authorize their representatives to participate and vote at the Meeting are requested to send a certified copy of the Board Resolution / Authorization letter to the Company at secretarial.corp@in.bosch.com, authorizing its representative(s) to attend and vote on their behalf at the Meeting, pursuant to Section 113 of the Act.
7. Members/Proxies/Representatives are requested to bring the attendance slip, annexed herewith, for attending the meeting, duly completed, and signed mentioning therein details of their DP ID and Client ID/Folio No.
8. In case of joint holders attending the Meeting, only such a joint holder whose name appears as the first holder in the Register of Members will be entitled to vote at the Meeting.
9. The relevant documents referred to in the Notice are available for inspection by the members at the Registered Office of the Company during business hours on any working day (i.e., except Saturdays, Sundays & Public Holidays) between 10.00 a.m. IST to 5.00 p.m. IST up to the date of the Meeting.
10. Members who have not registered their e-mail address so far are requested to register their e-mail address with Depository Participant/ Registrar and Transfer Agents for receiving all the communications including Annual Reports, Notices, etc. in electronic mode.
11. Rule 3 of Companies (Management and Administration) Rules, 2014 (as amended) prescribes that Register of Members should include details pertaining to e-mail, PAN/ CIN, UID, Occupation, Status and Nationality. We request all the Members of the Company to update the said details with their respective depository participants in case of shares held in electronic form and with the Company's Registrar and Transfer Agents in the case of physical holding.
12. The Record Date for Dividend and for Cut-off date for e-voting**: Tuesday August 04, 2026.**
13. **Dividend:** Subject to Section 126 of the Act, dividend, if declared, will be paid, on or after **August 14, 2026** subject to deduction of tax at source, as may be applicable to those Members whose names appear in the Register of Members as at the end of business hours on **August 04, 2026** and who are beneficial owners as at the close of business hours on the said date as per the beneficiary list provided by Central Depository Services (India) Limited and National Securities Depository Limited.
14. **TDS on Divided:** As per the Income-tax Act, 2025 (the Act), dividends paid or distributed by a company shall be taxable in the hands of the shareholders. The Company shall, therefore, be required to deduct tax at source at the time of making the payment of Dividend.
15. The Company has sent individual letters to all the Members holding shares of the Company in physical form for furnishing their PAN, KYC details and Nomination pursuant to SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 03, 2021, in Form ISR-1. The Form ISR-1 is also available on the website of the Company. Attention of the Members holding shares of the Company in physical form is invited to go through and submit the said Form ISR–1, if not submitted earlier.
16. **Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB /P/CIR/2022/8 dated January 25, 2022 has mandated the Listed Companies to issue securities in demat form only while processing service requests viz. Issue of duplicate securities certificate; claim from Unclaimed Suspense Account; Renewal/Exchange of securities certificate; Endorsement; Sub-division/Splitting of securities certificate; Consolidation of securities certificates/ folios; Transmission and Transposition.**

    Accordingly, Shareholders are requested to make service requests by submitting a duly filled and signed Form ISR–4, the format of which is available on the Company's website. It may be noted that any service request can be processed only after the folio is KYC compliant. SEBI vide its notification dated January 24, 2022, has mandated that all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialized form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialization. Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or RTA, for assistance in this regard.
17. **Members are requested to note that, dividends if not encashed for a consecutive period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ('IEPF'). The shares in respect of such unclaimed dividends are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members/Claimants are requested to claim their dividends from the Company, within the stipulated timeline. The Members, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority, in Form No. IEPF-5 available on www.iepf.gov.in. The attention of Members is particularly drawn to the Corporate Governance Report forming part of the Annual Report 2025-26 in respect of unclaimed dividends and transfer of dividends/shares to the IEPF**.
18. **Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, PAN, registering of nomination, power of attorney registration, Bank Mandate details, etc., to their DPs in case the shares are held in electronic form and to the RTA in prescribed Form ISR-1 and other forms pursuant to SEBI Circular No. SEBI/ HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 03, 2021. Further, Members may note that SEBI has mandated the submission of PAN by every participant in securities market.**

19. The Register of Directors and Key Managerial Persons and their shareholding maintained under Section 170 of the Act and Register of Contract maintained under Section 189 of the Companies Act and relevant documents referred in the Notice will be available for inspection without any fee from the date of circulation of this Notice up to the date of AGM i.e., **August 11, 2026**.

20. **Route Map:** Since this AGM is held physically, Route Map showing the location of and directions to reach the venue of the 74th AGM is attached, pursuant to Secretarial Standard-2 on General Meetings.

    In compliance with the provisions of Section 108 of the Companies Act, 2013, Companies (Management and Administration) Rules, 2014, and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is pleased to provide members facility to exercise their right to vote on resolutions proposed to be considered at the Annual General Meeting (AGM) by electronic means and the businesses may be transacted through e-voting services. The facility of casting votes by the members using an electronic voting system from a place other than the venue of the AGM ("remote e-voting") would be provided by CDSL.

    The remote e-voting period commences on **Friday, August 07, 2026 (9.00 a.m. IST) and ends on Monday, August 10, 2026 (5.00 p.m. IST) (both days inclusive)**. During this period, Members holding shares, as on the **Cutoff date i.e., Tuesday, August 04, 2026**, may cast their vote electronically. Once the vote on a resolution is cast by the Member, he / she / it shall not be allowed to change it subsequently.

21. Pursuant to SEBI Circular No. SEBI/HO/CFD/ CMD/ CIR/P/2020/242 dated December 09, 2020 read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/ retail shareholders is at a negligible level. Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders. To increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to all the demat account holders, by way of a single login credential, through their demat accounts/ web sites of Depositories/ Depository Participants. Demat account holders would be able to cast their vote without having to register again with the e-voting service providers, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process. Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts to access e-Voting facility.

22. The resolutions as set out in this Notice are being conducted through e-voting. The said resolutions will not be decided by show of hands at the AGM. The members can opt for only one mode of voting i.e., either by remote e-voting or by electronic ballot at the meeting. The members who have cast their vote by remote e-voting are eligible to attend the AGM but shall not be entitled to cast their vote again. In case of any unforeseen technical failure or eventuality resulting into non-functionality of the electronic voting system at the meeting, members would be provided the ballot paper for casting their vote at the meeting.

23. In this Notice and Annexure(s) thereto the terms "Shareholders" and "Members" are used interchangeably.

24. Instructions for Members for remote e-voting are as under:

    The remote e-voting period commences on **Friday, August 07, 2026, (9.00 a.m. IST) and ends on Monday, August 10, 2026 (5.00 p.m. IST) (both days inclusive)**. During this period, Members holding shares, as on the Cutoff date i.e., **Tuesday, August 04, 2026**, may cast their vote electronically. Once the vote on a resolution is cast by the Member, he / she / it shall not be allowed to change it subsequently. The e-voting module shall be disabled by CDSL for voting thereafter.

    Brief Steps for remote e-voting are given below for the information of the Members.

Login method for e-Voting for Individual shareholders holding securities in Demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with CDSL	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The URL for users to login to Easi / Easiest are https://web.cdslindia.com/myeasinew/home/login or visit www.cdslindia. com and click on Login icon and select New System Myeasi. 2) After successful login, the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period. Additionally, there is also links provided to access the system of all e-Voting Service Providers i.e., CDSL/NSDL/KARVY/ LINKINTIME, so that the user can visit the e-Voting service providers' website directly. 3) If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasinew/Registration/EasiRegistration

Type of shareholders	Login Method
	4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www. cdslindia. com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with NSDL	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https:// eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' Section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name and you will be re- directed to e-Voting service provider website for casting your vote during the remote e-Voting period. 2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices. nsdl.com. Select "Register Online for IDeAS "Portal or click at https://eservices.nsdl.com/ SecureWeb/IdeasDirectReg. jsp 3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www. evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' Section. A new screen will open. You will have to enter your User ID (i.e., your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period.
Individual Shareholders (holding securities in demat mode) login through their Depository Participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e., CDSL and NSDL

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk. evoting@cdslindia.com or contact toll free no. 18002109911.
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@ nsdl.co.in or call at 022-4886 7000 and 022-2499 7000.

Login method for e-Voting for Physical shareholders and Shareholders other than individual holding in Demat Form.

(i) The shareholders should log on to the e-voting website www.evotingindia.com.

(ii) Click on "Shareholders" module.

(iii) Now enter your User ID

a. For CDSL: 16 digits beneficiary ID,

b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,

c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.

(iv) Next enter the Image Verification as displayed and Click on Login.

(v) If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.

(vi) If you are a first-time user follow the steps given below:

For Shareholders holding shares in Demat Form and Physical Form	
PAN	Enter your 10-digit alpha-numeric. * PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) * Shareholders who have not updated their PAN with the Company/ Depository Participant are requested to use the first two letters of their names and the 8 digits of the sequence number in the PAN field. For sequence number, please write to RTA at irg@integratedindia.in

For Shareholders holding shares in Demat Form and Physical Form	
Dividend Bank Details OR Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records to login. • If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

(vii) After entering these details appropriately, click on "**SUBMIT"** tab.

(viii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote if the Company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

(ix) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(x) Click on the **EVSN: 260612003 for Bosch Limited** on which you choose to vote.

(xi) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(xii) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xiii) After selecting the resolution, you have decided to vote on, click on "SUBMIT." A confirmation box will be displayed. If you wish to confirm your vote, click on "OK," else to change your vote, click on "CANCEL" and accordingly modify your vote.

(xiv) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xvi) If a demat account holder has forgotten the login password, then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xvii) There is also an optional provision to upload BR/ POA, if any uploaded, which will be made available to Scrutinizer for verification.

(xviii) Note for Non – Individual Shareholders and Custodians: (For Remote evoting only)

- Non-Individual shareholders (i.e., other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.
- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favor of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz; secretarial.corp@in.bosch.com (designated email address of the Company) , if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.
- All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Manager, AVP, (CDSL) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

25. The facility for voting through electronic voting system shall be made available at the Annual General Meeting and the Members (including proxies) attending the meeting who have not cast their vote by remote e-voting shall be able to exercise their right to vote at the Annual General Meeting.

26. The voting rights of members shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date i.e., Any person who is not a member as on the cut-off date and receives this notice shall treat the same for information purposes only.

27. Pursuant to Rule 22(5) of the Rules, the Board of Directors of your Company at its meeting held on May 20, 2026, has appointed **Mr. Prasanna Bedi**, **Practicing Company Secretary as the Scrutinizer** to scrutinize the voting and remote e-voting process in a fair and transparent manner. The Company has opted to provide "electronic voting system" for all those members who are present at the AGM and have not cast their votes by remote e-voting facility.

After the conclusion of voting at the AGM, the Scrutinizers will submit a report to the Chairman of the Company or any other person authorized by the Chairman, after taking into account votes cast at the AGM as well as through remote e-voting in accordance with provisions of Rule 20 of Companies (Management and Administration) Rules, 2014, as amended. The consolidated results in respect of voting along with the Scrutinizer's Report will be sent to the Stock Exchanges and will also be uploaded on website of the Company and CDSL.

28. Telephone number / toll free number /Help Desk numbers: Toll Free: 18002109911,Name of the CDSL person --- Grievances Mr. Rakesh Dalvi (022-23058542), Mr. Nitin Kunder (022-23058738) or Mr. Bhavesh Pimputkar (022-23058543) helpdesk.evoting@cdslindia.com

29. **Web Cast:** Your Company is pleased to provide one-way live webcast of the proceedings of the **AGM on August 11, 2026, from 11 A.M. onwards** till the conclusion of the meeting. Shareholders are required to use their Evoting login credentials for accessing webcast link. On successful login shareholders will reach at the link "live streaming" from where you can ONLY VIEW the proceeding of our 74th Annual General Meeting. In case you face any difficulty in viewing the meeting, please contact the service provider – Central Depository Services (India) Limited on toll free no. 1800 21 09911 for assistance.

30. Electronic copy of the full Annual Report for the FY 2025-26 is being sent to all the members whose email IDs are registered with the Company/Depository Participant(s) for communication purposes. Electronic copy of the Notice of the 74th Annual General Meeting of the Company inter alia indicating the process and manner of e-voting along with Attendance Slip and Proxy Form is being sent to all the members whose email IDs are registered with the Company/ Depository Participants(s) for communication purposes. For members who have not registered their email addresses, the company will be sending a letter with web-link to access the company's Annual Report 2025-26 and AGM notice.

STATEMENT SETTING OUT MATERIAL FACTS PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013, IN RESPECT OF ITEM NOS. 5 TO 9 OF THE NOTICE.

ITEM No.5

Ratification of remuneration of Cost Auditors:

In terms of Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, the Company is required to undertake the audit of its cost records for products covered under the Companies (Cost Records and Audit) Rules, 2014 to be conducted by a Cost Accountant in practice.

The Board of Directors, on recommendation of the Audit Committee, at its meeting held on May 20, 2026, approved the appointment of Messrs. Kamalakara & Co., Cost Accountants (FRN- 000296) as Cost Auditors of the Company to audit the following cost records of the Company for the Financial Year 2026-27 at a remuneration of Rs. 800,000 (Rupees Eight Lakhs only) plus applicable taxes and reimbursement of out-of-pocket expenses at actuals incurred in connection with Cost Audit:

Sl. no.	Name of Product(s) / Service(s)	Industries/sectors/products/services (for MCA reporting)	CETA Heading (wherever applicable)	No. of tariff items/ Products/ services	Turnover for 2024-25 in MINR
1	(a) Spark Plugs (b) Glow Plugs (c) Ignition Coil	Electricals or electronic machinery	8511	3	5,792
2	(a) Nozzle Holder Assembly (b) Components (c) Fuel Rail Assembly	Other machinery and Mechanical Appliances	8409	3	28,753
3	(a) LAG, SAG, Rotary Drill, Hammer, Marble Cutter (b) Impact drilling machine	Other machinery and Mechanical Appliances	8467	2	4,284
4	(a) Fuel Injection Pump (b) Components	Other machinery and Mechanical Appliances	8413	2	28,806
5	Blower	Other machinery and Mechanical Appliances	8414	1	379
6	Machines	Other machinery and Mechanical Appliances	8466	1	24
7	Machines	Other machinery and Mechanical Appliances	8479	1	1,081
8	Components	Electricals or electronic machinery	8481	1	3,416
9	Components	Rubber and allied products	4009	1	575

In terms of the provisions of Section 148 of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor requires ratification by the Members of the Company.

Accordingly, consent of the Members is sought for passing an Ordinary Resolution as set out at Item No. 5 of the Notice for ratification of the remuneration payable to the Cost Auditors for conducting the audit of the cost records of the Company for the Financial Year ending March 31, 2027.

None of the Directors and Key Managerial Personnel ("KMP") of the Company and their relatives in any way is concerned or interested (financially or otherwise) in the resolution set out at Item No. 5 of the Notice.

The Board of Directors recommends the Ordinary Resolution set out at Item No. 5 of the Notice, for approval of Members.

ITEM No.6

Material Related Party Transaction with Robert Bosch GmbH (RB GmbH):

Background:

Bosch Group is a leading global supplier of technology and services. It employs roughly 413,000 associates worldwide (as of December 31, 2025). The Company generated sales of 91 billion euros in the 2025 fiscal year. Its business operations are divided into four business sectors: Mobility, Industrial Technology, Consumer Goods and Energy and Building Technology. Through its business operations, the Company wants to play role in shaping universal trends such as artificial intelligence, digitalization, electrification, and automation from a technological perspective. Bosch's broad diversification across regions and industries strengthens its innovativeness and robustness. The Company uses its proven expertise in hardware, software, and services to offer customers cross-domain solutions from a single source. It also applies its expertise in connectivity and artificial intelligence to develop and manufacture smart, user-friendly, sustainable products. With technology that is "Invented for life," Bosch wants to help improve quality of life, while conserving natural resources. The Bosch Group comprises Robert Bosch GmbH and its roughly 500 subsidiaries and regional companies in over 60 countries. Together with its sales and service partners, Bosch's global manufacturing, engineering, and sales network covers nearly every country in the world. Innovation is central to Bosch's continued development. Bosch Limited (the "Company") is a stepdown subsidiary of Robert Bosch GmbH, Germany and a flagship listed company of Robert Bosch (RB) GmbH in India. RB GmbH, the ultimate holding company, holds 70.54% equity stake in the Company through Robert Bosch Internationale Beteiligungen AG (67.76%) and Bosch Global Software Technologies Private Limited (2.78%).

The Company enters into transactions for sale and purchase of goods and raw materials and for availing / rendering services from / to RB GmbH & other Bosch Group companies, being related parties as defined under Regulation 2(1) (zb) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"). Such transactions are carried out in the ordinary course of business and at arm's length basis. RB GmbH has granted the Company access to Bosch Group's synergies, state of the art products & technologies and competencies which are essential for the Company to carry out its business operations, including but not limited to manufacturing activities. In the absence of such transactions the Company would no longer have access to Bosch Group products, licenses or technologies or the use of "Bosch" and other Bosch Group-owned brands.

Accordingly, the Company, in the ordinary course of its business, enters into transactions for the sale and purchase of goods and raw materials, for availing / rendering services from/to, and other commercial transactions with RB GmbH, Germany and with other RB group Companies, being related parties as defined under regulation 2(1) (zb) of the Listing Regulations, at arm's length basis.

To sustain quality standards, quantitative benefits, ease of customer reach, global representation and in the best interest of the Company and its Shareholders, transactions of the Company pertaining to sale, purchase or supply of goods, materials & services have been undertaken since long with Robert Bosch GmbH, Germany, and other Bosch Group companies.

Members may recall that they had accorded their approval for entering into Material Related Party Transactions with Robert Bosch GmbH for a period of 4 years starting from 72nd AGM held in 2024 to 76th AGM to be held in the year 2028 at the 72nd Annual General Meeting of the Company held on August 07, 2024. However, pursuant to SEBI (LODR) (Third Amendment) Regulations, 2025; the Company is required to obtain a fresh approval of the members that shall be valid upto the next Annual General Meeting (AGM) i.e. 75th Annual General Meeting to be held in the year 2027.

The management has provided the Audit Committee with the relevant details of various proposed Related Party Transactions including material terms and basis of pricing. All Independent Directors on the Audit Committee, after reviewing all necessary information, have granted approval for entering into the Related Party Transactions with Robert Bosch GmbH, for an aggregate value upto ₹ 9,000 Crores from the date of AGM in 2026 to AGM 2027. The Audit Committee has noted that the said transactions with Robert Bosch GmbH will be in the ordinary course of business of the Company and at arm's length basis.

The Audit Committee has reviewed the certificate provided by CEO/ Managing Director and Chief Financial Officer of the Company, as required under the RPT Industry Standards.

Details of the proposed Related Party Transactions between the Company and Robert Bosch GmbH, including the information required to be disclosed in the Explanatory Statement pursuant to the SEBI Master Circular dated January 30, 2026, read with SEBI circular dated June 26, 2025 on Industry Standards on "Minimum information to be provided to the Audit Committee and shareholders for approval of Related Party Transactions" ("RPT Industry Standards") are as follows:

Details of the proposed transaction:

Sr No.	Particulars of Transaction	Details
a.	Type, material terms and particulars of the proposed transaction	Details as per Annexure A
b.	Name of the related party and its relationship with the listed entity or its subsidiary, including nature of its concern or interest (financial or otherwise)	Name: Robert Bosch (RB) GmbH, Germany Relationship: Ultimate holding company (RB, GmbH holds 70.54% equity of Bosch Limited)
c.	Tenure of the proposed transaction	Details as per Annexure A
d.	Value of the proposed transaction	Details as per Annexure A
e.	The percentage of the listed entity's annual consolidated turnover, for the immediately preceding financial year, that is represented by the value of the proposed transaction (and for a RPT involving a subsidiary, such percentage calculated on the basis of the subsidiary's annual turnover on a standalone basis shall be additionally provided)	45% (Based on turnover for 2025-26)
f.	Whether the transaction relates to any loans, inter-corporate deposits, advances or investments made or given by the listed entity or its subsidiary	Not Applicable
g.	Justification as to why the RPT is in the interest of the listed entity	Details as per Annexure A
h.	A copy of the valuation or other external party report, if any such report has been relied upon	None
i.	Percentage of the counter-party's annual consolidated turnover that is represented by the value of the proposed RPT on a voluntary basis	1% (Based on turnover for CY 2025)
j.	Any other information that may be relevant	None

Sr No.	Particulars of Transaction	Details
1	Information as placed before the Audit Committee in the format as specified in the RPT Industry Standards, to the extent applicable.	The Information as placed before the Audit Committee as specified in the RPT Industry Standards is provided below.
2	Justification as to why the proposed transaction is in the interest of the listed entity and basis for determination of price and other material terms and conditions of RPT	Details as per Annexure A
3	Disclosure of the fact that the Audit Committee has reviewed the certificates provided by the CEO/Managing Director/ Whole Time Director/ Manager and CFO of the Listed Entity as required under the RPT Industry Standards	The Audit Committee has reviewed the certificate issued by the MD & CFO, as required under the RPT Industry Standards.
4	Disclosure that the material RPT or any material modification thereto has been approved by the Audit Committee and the Board of Directors recommends the proposed transaction to the shareholders for approval	The proposed material related party transaction has been approved by the Audit Committee and the Board at their meeting held on May 19, 2026, and May 20, 2026, respectively. The Board is of the opinion that based on the reasons as mentioned in this Explanatory Statement, the proposed transaction is expected to be in the best interest of the Company and hence, the Board recommends Item No. 6 for your approval by way of an Ordinary Resolution.
5	Web-link and QR Code, through which shareholders can access the valuation report or other reports of external party, if any, considered by Audit Committee while approving the RPT	None
6	Affirmation that the Audit Committee and Board of Directors, while providing information to the shareholders, have redacted the commercial secrets and such other information that would affect competitive position of listed entity and in its assessment, the redacted disclosures still provide all the necessary information to the public shareholders for informed decision making	Not Applicable
7	Any other information that may be relevant	None

Minimum information to be provided to the Audit Committee and shareholder for approval of Related Party Transactions as per RPT Industry Standards:

Disclosure requirements as per SEBI RPT Industry standards (Summary)		
Name of the listed entity		Bosch Limited
Name of the related party		Robert Bosch (RB), GmbH, Germany
Part A: Details of related party & transactions with related party		Provided
Part B: Information to be provided for specific type of RPT proposed to be undertaken:		
B1	Sale, purchase or supply of goods or services or any other similar transaction & trade advances	Provided
B2	Transactions relating to loans & advances (other than trade advances) or inter-corporate deposits given by listed entity	Not Applicable
B3	Transactions relating to investment made by the listed entity	Not Applicable
B4	Guarantee (incl. performance guarantee), surety, indemnity or comfort letter made or given by listed entity	Not Applicable
B5	Transactions relating to borrowings by the listed entity	Not Applicable
B6	Transactions relating to sale, lease or disposal of assets of unit, division or undertaking of the listed entity, or disposal of shares of subsidiary or associate	Not Applicable
B7	Transactions relating to payment of royalty	Not Applicable
Part C: Information to be provided for specific type of RPT proposed to be undertaken is a Material RPT		
C1	Transactions relating to loans & advances (other than trade advances) or inter-corporate deposits given by listed entity	Not Applicable
C2	Transactions relating to investment made by the listed entity	Not Applicable
C3	Guarantee (incl. performance guarantee), surety, indemnity or comfort letter made or given by listed entity	
C4	Transactions relating to borrowings by the listed entity	Not Applicable
C5	Transactions relating to sale, lease or disposal of assets of unit, division or undertaking of the listed entity, or disposal of shares of subsidiary or associate	
C6	Transactions relating to payment of royalty	Not Applicable

Sr No.	**Particulars of Information**	**Information provided by the Management**
A (1). Basic details of the related party		
1	Name of the related party	Robert Bosch (RB), GmbH
2	Country of incorporation of the related party	Germany
3	Nature of business of the related party	Leading global supplier of technology & services in the business sectors of Mobility, Industrial technology, Consumer goods and Energy & Building technology
A (2). Relationship and ownership of the related party		
1	Relationship between the listed entity/subsidiary (in case of transaction involving the subsidiary) and the related party – including nature of its concern (financial or otherwise) and the following:	Ultimate holding company
	• Shareholding of the listed entity/ subsidiary (in case of transaction involving the subsidiary), whether direct or indirect, in the related party.	Nil
	• Where the related party is a partnership firm or a sole proprietorship concern or a body corporate without share capital, then capital contribution, if any, made by the listed entity/ subsidiary (in case of transaction involving the subsidiary).	Not Applicable
	• Shareholding of the related party, whether direct or indirect, in the listed entity/ subsidiary (in case of transaction involving the subsidiary).	70.54%
	Explanation: Indirect shareholding shall mean shareholding held through any person, over which the listed entity/Subsidiary/ related party has control. While calculating indirect shareholding, shareholding held by relatives shall also be considered.	

<table>
<tr><th>Sr No.</th><th>Particulars of Information</th><th>Information provided by the Management</th></tr>
<tr><td colspan="3">A(3). Details of previous transactions with the related party</td></tr>
<tr><td>1</td><td colspan="2">Total amount of all the transactions undertaken by the listed entity or subsidiary with the related party during the last financial year.
<table>
<tr><th></th><th></th><th>2025-26 (MINR)</th></tr>
<tr><td>1.</td><td>Purchase of goods</td><td>42,524</td></tr>
<tr><td>2.</td><td>Purchase of machinery</td><td>614</td></tr>
<tr><td>3.</td><td>Sale of goods</td><td>11,227</td></tr>
<tr><td>4.</td><td>Sale of services (incl. re-imbursement of expenses)</td><td>2,183</td></tr>
<tr><td>5.</td><td>Purchase of services</td><td>5,606</td></tr>
<tr><td colspan="2">TOTAL</td><td>62,154</td></tr>
</table>
Explanation: Details need to be disclosed separately for listed entity and its subsidiary.</td></tr>
<tr><td>2</td><td>Total amount of all the transactions undertaken by the listed entity or subsidiary with the related party in the current financial year up to the quarter immediately preceding the quarter in which the approval is sought.</td><td>Not Applicable</td></tr>
<tr><td>3</td><td>Any default, if any, made by a related party concerning any obligation undertaken by it under a transaction or arrangement entered into with the listed entity or its subsidiary during the last financial year.</td><td>None</td></tr>
<tr><td colspan="3">A(4). Amount of the proposed transaction(s)</td></tr>
<tr><td>1</td><td>Amount of the proposed transactions being placed for approval in the meeting of the Audit Committee/shareholders.</td><td>Not exceeding 90,000 MINR</td></tr>
<tr><td>2</td><td>Whether the proposed transactions taken together with the transactions undertaken with the related party during the current financial year would render the proposed transaction a material RPT?</td><td>Yes</td></tr>
<tr><td>3</td><td>Value of the proposed transactions as a percentage of the listed entity's annual consolidated turnover for the immediately preceding financial year.</td><td>45% (Based on turnover for 2025-26)</td></tr>
<tr><td>4</td><td>Value of the proposed transactions as a percentage of subsidiary's annual standalone turnover for the immediately preceding financial year (in case of a transaction involving the subsidiary and where the listed entity is not a party to the transaction).</td><td>Not Applicable</td></tr>
<tr><td>5</td><td>Value of the proposed transactions as a percentage of the related party's annual consolidated turnover (if consolidated turnover is not available, calculation to be made on standalone turnover of related party) for the immediately preceding financial year, if available.</td><td>1% (Based on turnover for CY 2025)</td></tr>
<tr><td>6</td><td>Financial performance of the related party for 2025 (based on consolidated results converted from EUR to INR using average exchange rate for 2025)</td><td>
<table>
<tr><th>Turnover (MINR)</th><th>Profit/ (loss) After Tax (MINR)</th><th>Net Worth (MINR)</th></tr>
<tr><td>8,957,517</td><td>(35,744)</td><td>4,767,122</td></tr>
</table>
</td></tr>
<tr><td></td><td>Explanations: The above information is to be given on standalone basis. If standalone is not available, provide on consolidated basis.</td><td></td></tr>
<tr><td colspan="3">A (5). Basic details of the proposed transaction</td></tr>
<tr><td>1</td><td>Specific type of the proposed transaction</td><td rowspan="8">Details as per Annexure A</td></tr>
<tr><td></td><td>(e.g. sale of goods/services, purchase of goods/services, giving loan, borrowing etc.)</td></tr>
<tr><td>2</td><td>Details of each type of the proposed transaction</td></tr>
<tr><td>3</td><td>Value of the proposed transaction during a financial year.</td></tr>
<tr><td></td><td>If the proposed transaction will be executed over more than one financial year, provide estimated break-up financial year-wise.</td></tr>
<tr><td>4</td><td>Tenure of the proposed transaction (tenure in number of years or months to be specified)</td></tr>
<tr><td>5</td><td>Whether omnibus approval is being sought?</td></tr>
<tr><td>6</td><td>Justification as to why the RPTs proposed to be entered into are in the interest of the listed entity.</td></tr>
<tr><td>7</td><td>Details of the promoter(s)/ director(s) / key managerial personnel of the listed entity who have interest in the transaction, whether directly or indirectly.</td><td></td></tr>
</table>

Sr No.	Particulars of Information	Information provided by the Management
	Explanation: Indirect interest shall mean interest held through any person over which an individual has control.	
	a. Name of the director / KMP	None
	b. Shareholding of the director / KMP, whether direct or indirect, in the related party.	Nil
8	A copy of the valuation or other external party report, if any, shall be placed before the Audit Committee.	None
9	Other information relevant for decision making.	None

Part B: Additional Information

B (1). Disclosure only in case of transactions relating to sale, purchase or supply of goods or services or any other similar business transaction and trade advances		
1	Bidding or other process, if any, applied for choosing a party for sale, purchase or supply of goods or services.	Details as per Annexure A
2	Basis of determination of price.	
3	In case of Trade advance (*of upto 365 days or such period for which such advances are extended as per normal trade practice*), if any, proposed to be extended to the related party in relation to the transaction, specify the following:	Not Applicable
	a. Amount of Trade advance	
	b. Tenure	
	c. Whether same is self-liquidating?	

Annexure A

Basic details of proposed transactions

Sr No.	Specific type of proposed transaction	Sale of goods	Sale of services (including reimbursements)	Purchase of machinery	Purchase of goods	Purchase of services (including reimbursements)
1	Value of proposed transactions (in MINR)	17,900	4,000	1,200	58,800	8,100
2	Details of proposed transaction	Sale of manufactured goods pertaining to automotive segment	1. Application & engineering services pertaining to automotive segment 2. Services related to purchasing activities 3. Re-imbursement of expenses	Used machines for manufacture of components	Purchase of raw materials & components and traded goods pertaining to automotive segment	1. Application & engineering services for product development 2. Central support charges for IT, Purchasing, Accounting, HR and other central functions
3	Tenure of the proposed transaction (viz. months)	12	12	12	12	12
4	Whether omnibus approval is being sought ?	Yes	Yes	Yes	Yes	Yes
5	Value of proposed transaction during a financial year (if the proposed transaction will be executed over more than 1 financial year, provide estimated break up financial year wise)	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

Sr No.	Specific type of proposed transaction	Sale of goods	Sale of services (including reimbursements)	Purchase of machinery	Purchase of goods	Purchase of services (including reimbursements)
6	Justification as to why the RPT's proposed to be entered into are in the interest of the listed entity	Sales to RB, GmbH increases export volumes, improves capacity utilization and ensures stable revenue generation while leveraging the Bosch's established global distribution network.	The application & engineering and purchasing services offered strengthens group synergies and optimizes resource utilization, thereby reducing cost & generating additional revenue to Bosch Limited.	Used machinery sourced will be cost advantageous, thereby enabling cost optimization, while maintaining the required quality of the products produced.	The goods purchased from RB, GmbH are specialized products, exclusively used in manufactured products sold in the automotive segment, which involve proprietary know-how which will enable to fulfill customer requirements, thereby generating sales revenue & maintaining/ improving Bosch Limited's profitability.	The services obtained from RB, GmbH are specialized services which involve use of Bosch proprietary know-how, processes as well as expert competencies. Bosch Limited utilizes these services which are cost effective due to economies of scale and optimum utilization of resources.
7	Basis of determination of price	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length. The sale price is determined based on the total cost incurred for manufacture of the product after adding appropriate margin. The margin is based on an independent benchmarking study done for similar businesses.	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length. The sale price is determined based on the total cost incurred after adding appropriate margin. The margin is based on an independent benchmarking study done for similar businesses. Reimbursements of expenses incurred are recovered at cost.	The price for import of machinery is determined based on Chartered Engineers certified value at the time of import.	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length. The purchase price of raw materials and components is determined based on the total cost incurred after adding appropriate margin. The margin is based on an Independent benchmarking study done for similar businesses and varies based on the country of origin. For trade goods, the purchase price is based on pricing model of Resale minus margin.	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length. The purchase price of services received is determined based on the total cost incurred after adding appropriate margin. The margin is based on an independent benchmarking study for each segment of business. Reimbursements of expenses are charged at cost.

Sr No.	Specific type of proposed transaction	Sale of goods	Sale of services (including reimbursements)	Purchase of machinery	Purchase of goods	Purchase of services (including reimbursements)
8	Bidding or other process (viz. rationale) applied for choosing the party	Sales to RB, GmbH is executed based on the orders received for manufacture and sale of automotive components being specialized in nature.	Based on the requirements of RB, GmbH, Bosch Limited provides specialized engineering, application & purchasing services in the automotive segment which are unique to Bosch group.	Machinery required for localizing products is available with RB, GmbH which is cost advantageous (as compared to procuring a new machine from third party).	Customers choose Bosch for its technological expertise, capabilities & quality. Hence, Bosch Limited imports these specialized raw materials & components and finished goods which are specifically required to meet the customer demands.	These services cannot be outsourced to third parties as it involves use of Bosch proprietary technologies and know-how.

The said transaction, being a material Related Party Transaction, requires prior approval of the Members of the Company in accordance with Regulation 23 of the Listing Regulations.

Whilst the approval of the members is being sought for the total value of RPT's, the value shown against various categories of nature of transactions above are indicative and may vary inter se. However, the total value of RPTs will remain within the overall limit of ₹ 9,000 Crores, as may be approved by the members.

Members may note that in terms of the provisions of the Listing Regulations, the related parties as defined thereunder (whether such related party(ies) are a party to the aforesaid transactions or not), shall not vote to approve Resolution under Item No. 6.

Further the members may note that none of the Directors and KMPs of the Company and/or their respective relatives are, in any way, concerned or interested either directly or indirectly, financially or otherwise in the Resolution set out at Item No. 6 of the accompanying Notice.

Based on the review and approval of the Independent Directors on the Audit Committee; the Board of Directors recommends the Ordinary Resolution contained in Item No. 6 of the accompanying Notice to the Members for their approval.

ITEM No. 7

Material Related Party Transaction with Bosch Automotive Electronics India Private Limited:

Background:

Bosch Automotive Electronics India Private Limited is the fellow subsidiary company of Bosch Limited ("The Company) and accordingly, a related party of the Company. Members may recall that they had accorded their approval for entering Material Related Party Transactions with Bosch Automotive Electronics India Private Limited for a period of 4 years starting from 72nd AGM held in 2024 to 76th AGM to be held in the year 2028 at the 72nd Annual General Meeting of the Company held on August 07, 2024. However, pursuant to SEBI (LODR) (Third Amendment) Regulations, 2025, the Company is required to obtain a fresh approval of the members that shall be valid up to the next Annual General Meeting (AGM) i.e. 75th Annual General Meeting to be held in the year 2027.

The management has provided the Audit Committee with the relevant details of various proposed RPTs including material terms and basis of pricing. All Independent Directors on the Audit Committee, after reviewing all necessary information, have granted approval for entering the RPTs with Bosch Automotive Electronics India Private Limited, for an aggregate value up to ₹ 4,000 Crores from the date of AGM in 2026 to AGM 2027. The Audit Committee has noted that the said transactions with Bosch Automotive Electronics India Private Limited will be in the ordinary course of business of the Company and at an arm's length basis.

The Audit Committee has reviewed the certificate provided by CEO/ Managing Director and Chief Financial Officer of the Company, as required under the RPT Industry Standards.

Details of the proposed RPTs between the Company and Bosch Automotive Electronics India Private Limited, including the information required to be disclosed in the Explanatory Statement pursuant to the SEBI Master Circular dated January 30, 2026, read with SEBI circular dated June 26, 2025 on Industry Standards on "Minimum information to be provided to the Audit Committee and shareholders for approval of Related Party Transactions" ("RPT Industry Standards") are as follows:

Details of the proposed transaction:

Sr No.	Particulars of Transaction	Details
a.	Type, material terms and particulars of the proposed transaction	Details as per Annexure B
b.	Name of the related party and its relationship with the listed entity or its subsidiary, including nature of its concern or interest (financial or otherwise)	Name: Bosch Automotive Electronics India Private Limited (RBAI) Relationship: Fellow subsidiary company
c.	Tenure of the proposed transaction	Details as per Annexure B
d.	Value of the proposed transaction	Details as per Annexure B
e.	The percentage of the listed entity's annual consolidated turnover, for the immediately preceding financial year, that is represented by the value of the proposed transaction (excluding loans) (and for a RPT involving a subsidiary, such percentage calculated on the basis of the subsidiary's annual turnover on a standalone basis shall be additionally provided)	11% (Based on turnover for 2025-26)
f.	Whether the transaction relates to any loans, inter-corporate deposits, advances or investments made or given by the listed entity or its subsidiary	Not Applicable
g.	Justification as to why the RPT is in the interest of the listed entity	Details as per Annexure B
h.	A copy of the valuation or other external party report, if any such report has been relied upon	None
i.	Percentage of the counter-party's annual consolidated turnover that is represented by the value of the proposed RPT (excluding loans) on a voluntary basis	57% (Based on turnover for 2024-25)
j.	Any other information that may be relevant	None

Sr No.	Particulars of Transaction	Details
1	Information as placed before the Audit Committee in the format as specified in the RPT Industry Standards, to the extent applicable.	The Information as placed before the Audit Committee as specified in the RPT Industry Standards is provided below.
2	Justification as to why the proposed transaction is in the interest of the listed entity and basis for determination of price and other material terms and conditions of RPT	Details as per Annexure B
3	Disclosure of the fact that the Audit Committee has reviewed the certificates provided by the CEO/Managing Director/ Whole Time Director/ Manager and CFO of the Listed Entity as required under the RPT Industry Standards	The Audit Committee has reviewed the certificate issued by the MD & CFO, as required under the RPT Industry Standards.
4	Disclosure that the material RPT or any material modification thereto has been approved by the Audit Committee and the Board of Directors recommends the proposed transaction to the shareholders for approval	The proposed material related party transaction has been approved by the Audit Committee and the Board at their meeting held on May 19, 2026, and May 20, 2026, respectively. The Board is of the opinion that based on the reasons as mentioned in this Explanatory Statement, the proposed transaction is expected to be in the best interest of the Company and hence, the Board recommends Item No. 7 for your approval by way of an Ordinary Resolution.
5	Web-link and QR Code, through which shareholders can access the valuation report or other reports of external party, if any, considered by Audit Committee while approving the RPT	None
6	Affirmation that the Audit Committee and Board of Directors, while providing information to the shareholders, have redacted the commercial secrets and such other information that would affect competitive position of listed entity and in its assessment, the redacted disclosures still provide all the necessary information to the public shareholders for informed decision making	Not Applicable
7	Any other information that may be relevant	None

Minimum information to be provided to the Audit Committee and shareholder for approval of Related Party Transactions as per RPT Industry Standards:

Disclosure requirements as per SEBI RPT Industry standards (Summary)		
Name of the listed entity:	Bosch Limited	
Name of the related party:	Bosch Automotive Electronics India Private Limited (RBAI), India	
Part A: Details of related party & transactions with related party		Provided
Part B: Information to be provided for specific type of RPT proposed to be undertaken:		
B1	Sale, purchase or supply of goods or services or any other similar transaction & trade advances	Provided
B2	Transactions relating to loans & advances (other than trade advances) or inter-corporate deposits given by listed entity	Provided
B3	Transactions relating to investment made by the listed entity	Not Applicable
B4	Guarantee (incl. performance guarantee), surety, indemnity or comfort letter made or given by listed entity	Not Applicable
B5	Transactions relating to borrowings by the listed entity	Not Applicable
B6	Transactions relating to sale, lease or disposal of assets of unit, division or undertaking of the listed entity, or disposal of shares of subsidiary or associate	Provided
B7	Transactions relating to payment of royalty	Not Applicable
Part C: Information to be provided for specific type of RPT proposed to be undertaken is a Material RPT		
C1	Transactions relating to loans & advances (other than trade advances) or inter-corporate deposits given by listed entity	Provided
C2	Transactions relating to investment made by the listed entity	Not Applicable
C3	Guarantee (incl. performance guarantee), surety, indemnity or comfort letter made or given by listed entity	Not Applicable
C4	Transactions relating to borrowings by the listed entity	Not Applicable
C5	Transactions relating to sale, lease or disposal of assets of unit, division or undertaking of the listed entity, or disposal of shares of subsidiary or associate	Provided
C6	Transactions relating to payment of royalty	Not Applicable

Sr No.	**Particulars of Information**	**Information provided by the Management**
A(1). Basic details of the related party		
1	Name of the related party	Bosch Automotive Electronics India Private Limited (RBAI)
2	Country of incorporation of the related party	India
3	Nature of business of the related party	Engaged in development, manufacturing & sale of automotive electronic components and systems, including electronic control units, sensors, and related engineering support services.
A(2). Relationship and ownership of the related party		
1	Relationship between the listed entity/subsidiary (in case of transaction involving the subsidiary) and the related party – including nature of its concern (financial or otherwise) and the following:	Fellow subsidiary company
	• Shareholding of the listed entity/ subsidiary (in case of transaction involving the subsidiary), whether direct or indirect, in the related party.	Nil
	• Where the related party is a partnership firm or a sole proprietorship concern or a body corporate without share capital, then capital contribution, if any, made by the listed entity/ subsidiary (in case of transaction involving the subsidiary).	Not Applicable
	• Shareholding of the related party, whether direct or indirect, in the listed entity/ subsidiary (in case of transaction involving the subsidiary).	Nil
	Explanation: Indirect shareholding shall mean shareholding held through any person, over which the listed entity/Subsidiary/ related party has control. While calculating indirect shareholding, shareholding held by relatives shall also be considered.	

<table>
<tr><th>Sr No.</th><th>Particulars of Information</th><th>Information provided by the Management</th></tr>
<tr><td colspan="3">A(3). Details of previous transactions with the related party</td></tr>
<tr><td>1</td><td colspan="2">Total amount of all the transactions undertaken by the listed entity or subsidiary with the related party during the last financial year.
<table>
<tr><th></th><th></th><th>2025-26 (MINR)</th></tr>
<tr><td>1.</td><td>Purchase of goods</td><td>14,040</td></tr>
<tr><td>2.</td><td>Sale of goods</td><td>315</td></tr>
<tr><td>3.</td><td>Sale of services (incl. re-imbursement of expenses)</td><td>347</td></tr>
<tr><td>4.</td><td>Rental income</td><td>191</td></tr>
<tr><td>5.</td><td>Interest income</td><td>569</td></tr>
<tr><td>6.</td><td>Purchase of services</td><td>201</td></tr>
<tr><td>7.</td><td>Loan given/renewed</td><td>8,000</td></tr>
<tr><td colspan="2">TOTAL</td><td>23,663</td></tr>
</table>
Explanation: Details need to be disclosed separately for listed entity and its subsidiary.</td><td></td></tr>
<tr><td>2</td><td>Total amount of all the transactions undertaken by the listed entity or subsidiary with the related party in the current financial year up to the quarter immediately preceding the quarter in which the approval is sought.</td><td>Not Applicable</td></tr>
<tr><td>3</td><td>Any default, if any, made by a related party concerning any obligation undertaken by it under a transaction or arrangement entered into with the listed entity or its subsidiary during the last financial year.</td><td>None</td></tr>
<tr><td colspan="3">A(4). Amount of the proposed transaction(s)</td></tr>
<tr><td>1</td><td>Amount of the proposed transactions being placed for approval in the meeting of the Audit Committee/shareholders.</td><td>Not exceeding 40,000 MINR</td></tr>
<tr><td></td><td>- There of Purchase/Sale of goods/services, rental & interest income</td><td>Not exceeding 22,900 MINR</td></tr>
<tr><td></td><td>- There of Loans given/renewed</td><td>Not exceeding 17,100 MINR</td></tr>
<tr><td>2</td><td>Whether the proposed transactions taken together with the transactions undertaken with the related party during the current financial year would render the proposed transaction a material RPT?</td><td>Yes</td></tr>
<tr><td>3</td><td>Value of the proposed transactions (excluding loans) as a percentage of the listed entity's annual consolidated turnover for the immediately preceding financial year.</td><td>11% (Based on turnover for 2025-26)</td></tr>
<tr><td>4</td><td>Value of the proposed transactions as a percentage of subsidiary's annual standalone turnover for the immediately preceding financial year (in case of a transaction involving the subsidiary and where the listed entity is not a party to the transaction).</td><td>Not Applicable</td></tr>
<tr><td>5</td><td>Value of the proposed transactions (excluding loans) as a percentage of the related party's annual consolidated turnover (if consolidated turnover is not available, calculation to be made on standalone turnover of related party) for the immediately preceding financial year, if available.</td><td>57% (Based on turnover for 2024-25)</td></tr>
<tr><td>6</td><td>Financial performance of the related party for the immediately preceding financial year (2024-25).</td><td></td></tr>
<tr><td></td><td>Explanations: The above information is to be given on standalone basis. If standalone is not available, provide on consolidated basis.</td><td>
<table>
<tr><th>Turnover (MINR)</th><th>Profit/ (loss) After Tax (MINR)</th><th>Net Worth (MINR)</th></tr>
<tr><td>40,212</td><td>(529)</td><td>4,176</td></tr>
</table>
</td></tr>
<tr><td colspan="3">A(5). Basic details of the proposed transaction</td></tr>
<tr><td>1</td><td>Specific type of the proposed transaction</td><td rowspan="7">Details as per Annexure B</td></tr>
<tr><td></td><td>(e.g. sale of goods/services, purchase of goods/services, giving loan, borrowing etc.)</td></tr>
<tr><td>2</td><td>Details of each type of the proposed transaction</td></tr>
<tr><td>3</td><td>Value of the proposed transaction during a financial year.</td></tr>
<tr><td></td><td>If the proposed transaction will be executed over more than one financial year, provide estimated break-up financial year-wise.</td></tr>
<tr><td>4</td><td>Tenure of the proposed transaction (tenure in number of years or months to be specified)</td></tr>
<tr><td>5</td><td>Whether omnibus approval is being sought?</td></tr>
<tr><td>6</td><td>Justification as to why the RPTs proposed to be entered into are in the interest of the listed entity.</td></tr>
</table>

Sr No.	Particulars of Information	Information provided by the Management
7	Details of the promoter(s)/ director(s) / key managerial personnel of the listed entity who have interest in the transaction, whether directly or indirectly.	
	Explanation: Indirect interest shall mean interest held through any person over which an individual has control.	
	a. Name of the director / KMP	None
	b. Shareholding of the director / KMP, whether direct or indirect, in the related party.	Nil
8	A copy of the valuation or other external party report, if any, shall be placed before the Audit Committee.	None
9	Other information relevant for decision making.	None
Part B: Additional Information		
B(1). Disclosure only in case of transactions relating to sale, purchase or supply of goods or services or any other similar business transaction and trade advances		
1	Bidding or other process, if any, applied for choosing a party for sale, purchase or supply of goods or services.	Details as per Annexure B
2	Basis of determination of price.	
3	In case of Trade advance (*of upto 365 days or such period for which such advances are extended as per normal trade practice*) , if any, proposed to be extended to the related party in relation to the transaction, specify the following:	Not Applicable
	a. Amount of Trade advance	
	b. Tenure	
	c. Whether same is self-liquidating?	
B(2). Disclosure only in case of transactions relating to loans and advances (other than trade advances) or inter-corporate deposits given by the listed entity or its subsidiary		
1	Source of funds in connection with the proposed transaction.	Reserves & Surplus
2	Where any financial indebtedness is incurred to give loan, inter-corporate deposit or advance, specify the following:	Not Applicable
	a. Nature of indebtedness	
	b. Total cost of borrowing	
	c. Tenure	
	d. Other details	
3	Rate of interest at which the listed entity or its subsidiary is borrowing from its bankers/ other lenders.	Not Applicable
4	Proposed interest rate to be charged by listed entity or its subsidiary from the related party.	9.2% p.a. (Estimated Interest income: 1,300 MINR)
5	Maturity / due date	12 months from the date of disbursement/renewal of the loan
6	Repayment schedule & terms	*Repayment:* One year from the date of disbursement of the loan or earlier *Renewal:* Based on mutually acceptable terms
7	Whether secured or unsecured?	Secured
8	If secured, the nature of security & security coverage ratio	Corporate guarantee from Robert Bosch, GmbH *Security coverage ratio*: 100%
9	The purpose for which the funds will be utilized by the ultimate beneficiary of such funds pursuant to the transaction.	Working capital requirements & capacity expansion
B(6). Transactions relating to sale, lease or disposal of assets of unit, division or undertaking of the listed entity, or disposal of shares of subsidiary or associate		
1	Bidding or other process, if any, applied for choosing a party for sale, lease or disposal of assets of subsidiary or of unit, division or undertaking of the listed entity	Leasing limited to Bosch group companies within India

Sr No.	Particulars of Information	Information provided by the Management
	Basis of determination of price	Negotiation based on benchmarked rentals as per prevailing market rates at the time of leasing with year-on-year escalation (Estimated rental income from land and factory buildings leased: 300 MINR)
3	Reasons for sale, lease or disposal of assets of subsidiary or of unit, division or undertaking of the listed entity or disposal of shares of subsidiary or associate	Optimum usage of available space
4	Financial track record of the subsidiary / undertaking that is being sold (in case of sale of undertaking, segment level data to be provided) during the last 3 financial years:	Not Applicable
	Turnover	
	Net Worth	
	Net profit	
	Net profit margin	
5	Expected financial impact on the consolidated turnover, net worth and net profits of the listed entity due to sale of the subsidiary / undertaking	
	(a) Expected impact on turnover	
	(b) Expected impact on net worth	
	(c) Expected impact on net profits	
PART C: Information to be provided only if a specific type of RPT mentioned below proposed to be undertaken is a material RPT and is in addition to Part A and B		
C(1). Disclosure only in case of transactions relating to any loans and advances (other than trade advances), inter-corporate deposits given by the listed entity or its subsidiary		
1	Latest credit rating of the related party	A separate credit rating has not been obtained, as the entire loan is fully guaranteed by the parent company, Robert Bosch GmbH
2	Default on borrowings, if any, over the last three financial years, by the related party from the listed entity or any other person and value of subsisting default.	Nil
	Note: This information may be provided to the extent it is available in the public domain or as may be provided by the related party upon request.	
	a) Whether the account of the related party has been classified as a non-performing asset (NPA) by any of its bankers and whether such status is currently subsisting	
	b) Whether the related party has been declared a "wilful defaulter" by any of its bankers and whether such status is currently subsisting	
	c) Whether the related party is undergoing or facing any application for commencement of an insolvency resolution process or liquidation	
	d) Whether the related party, not being an MSME, suffers from any of the disqualifications specified under Section 29A of the Insolvency and Bankruptcy Code, 2016.	
C(5). Transactions relating to sale, lease or disposal of assets of unit, division or undertaking of the listed entity, or disposal of shares of subsidiary or associate		
1	Details of earlier sale, lease or disposal of assets of the same subsidiary or of the unit, division or undertaking of the listed entity or disposal of shares of the same subsidiary or associate to any related party during the preceding twelve months	Total amount of lease rental income for 2025-26 is 191 MINR
2	Whether the transaction would result in issue of securities or consideration in kind to a related party? If yes, please share the relevant details	Not Applicable
3	Would the transaction result in eliminating a segment reporting by the listed entity or any of its subsidiary?	
4	Does it involve transfer of key intangible assets or key customers which are critical for continued business of the listed entity or any of its subsidiary?	
5	Are there any other major non-financial reasons for going ahead with the proposed transaction?	

Annexure B

Basic details of proposed transactions

Sr No.	Specific type of proposed transaction	Sale of goods	Sale of services (including reimbursements)	Purchase of goods & others	Purchase of services (including reimbursements)
1	Value of proposed transaction (MINR)	1,100	900	19,000	300
2	Details of proposed transaction	Sale of Assembly Lines and Other automotive products	1. Application & engineering services pertaining to automotive segment 2. Sales support & other corporate services 3. Re-imbursement of expenses	Purchase of goods pertaining to automotive segment	Rental & other charges for Power tools manufacturing plant in Chennai and Other services
3	Tenure of the proposed transaction (viz. months)	12	12	12	12
4	Whether omnibus approval is being sought ?	Yes	Yes	Yes	Yes
5	Value of proposed transaction during a financial year (if the proposed transaction will be executed over more than 1 financial year, provide estimated break up financial year wise)	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6	Justification as to why the RPT's proposed to be entered into are in the interest of the listed entity	Sales to RBAI increases capacity utilization and ensures stable revenue generation for Bosch Limited.	The application, engineering & other services offered strengthens group synergies and optimizes resource utilization, thereby reducing cost & generating additional revenue to Bosch Limited.	The goods purchased from RBAI are specialized products, exclusively for sale to OEM's in automotive segment, which involve proprietary know-how that will enable to fulfill customer requirements, thereby generating sales revenue & maintaining/improving Bosch Limited's profitability.	Use of available space at RBAI, optimizes the cost of operations for Bosch Limited.
7	Basis of determination of price	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length.	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length. The sale price is determined based on the total cost incurred after adding appropriate margin.	Intercompany transactions within Bosch group are governed by transfer pricing regulations to ensure that the transactions are carried out at arm's length.	Rentals paid are benchmarked to prevailing market rates, and all other charges are paid at cost.

Sr No.	Specific type of proposed transaction	Sale of goods	Sale of services (including reimbursements)	Purchase of goods & others	Purchase of services (including reimbursements)
		The sale price is determined based on the total cost incurred for manufacture of the product after adding appropriate margin. The margin is based on an independent benchmarking study done for similar businesses.	The margin is based on an independent benchmarking study done for similar businesses. Reimbursements of expenses incurred are recovered at cost.	The purchase price of goods is determined based on the total cost incurred after adding appropriate margin. The margin is based on an independent benchmarking study done for similar businesses.	
8	Bidding or other process (viz. rationale) applied for choosing the party	Bosch Limited's machine building division specializes in manufacturing & sale of special purpose machinery; these are enquiries received for manufacture of specialized assembly lines.	Based on the requirements of RBAI, Bosch Limited provides specialized engineering, application & other services in the automotive segment which are unique to Bosch group.	Business acquisitions from customers are based on the portfolio of products offered by Bosch. Customers choose Bosch for its technological expertise, capabilities & quality. Hence, Bosch Limited purchases these specialized goods which are specifically required to meet the customer demands.	Benefits derived on account of use of available space in a readily available set up reduces the cost of operations for Bosch Limited.

Whilst the approval of the members is being sought for the total value of RPT's, the value shown against various categories of nature of transactions above are indicative and may vary inter se. However, the total value of RPTs will remain within the overall limit of ₹ 4,000 Crores, as may be approved by the members.

The said transactions, being a material RPT, requires prior approval of the Members of the Company in accordance with Regulation 23 of the Listing Regulations.

Members may note that in terms of the provisions of the Listing Regulations, the related parties as defined thereunder (whether such related party(ies) are a party to the aforesaid transactions or not), shall not vote to approve Resolution under Item No. 7.

Further the members may note that none of the Directors and KMPs of the Company and/or their respective relatives are, in any way, concerned or interested either directly or indirectly, financially or otherwise in the Resolution set out at Item No. 7 of the accompanying Notice.

Based on the review and approval of the Independent Directors on the Audit Committee, the Board of Directors recommends the Ordinary Resolution contained in Item No. 7 of the accompanying Notice to the Members for their approval.

ITEM No. 8

Appointment of Mr. Ramesh Ramadurai (DIN: 07109252) as a Non-Executive Independent Director for a term of five (5) years:

Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors has, in its meeting held on May 20, 2026, appointed Mr. Ramesh Ramadurai (DIN: 07109252) as an Additional Non-Executive Independent Director of the Company for a term of five years commencing from May 21, 2026 to May 20, 2031, not liable to retire by rotation, subject to the approval of the Members by way of a Special Resolution.

Skills and capabilities required and the manner in which Mr. Ramesh Ramadurai meets such requirements:

In the opinion of the Board and the Nomination and Remuneration Committee, the following table summarizes the core skills/expertise/ competencies required for the Independent Director in the context of the Company's business:

Strategic Management	Governance, Risk and Compliance	Industry Knowledge and Experience	International exposure	Accounting and Finance	Sales and Marketing	Technology	Human Capital and Diversity	Management of P&L
✓	✓	✓	✓	✓	✓	✓	✓	✓

Based on his skills, experience, expertise and knowledge, the Nomination and Remuneration Committee and the Board have recommended the appointment of Mr. Ramesh Ramadurai as an Independent Director pursuant to the provisions of sections 149 and 152 of the Companies Act, 2013.

The Company has received a declaration from Mr. Ramesh Ramadurai confirming that he meets the criteria of independence under Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Further, the Company has also received consent from Mr. Ramesh Ramadurai to act as a Director in terms of Section 152 of the Companies Act, 2013 and a declaration that he is not disqualified from being appointed as a Director in terms of Section 164 of the Companies Act, 2013. In terms of Section 160 of the Companies Act, 2013, the Company has received a notice in writing from a Member signifying his candidature for the office of Director.

Mr. Ramesh Ramadurai has no shareholding in the Company.

Further, Mr. Ramesh Ramadurai has confirmed that he is not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact his ability to discharge his duties as an Independent Director of the Company. Mr. Ramesh Ramadurai has also confirmed that he is not debarred from holding the office of a Director by virtue of order passed by SEBI or any other such authority.

Pursuant to Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, Mr. Ramesh Ramadurai has enrolled his name in the online data bank maintained for Independent Directors with the Indian Institute of Corporate Affairs.

In the opinion of the Board of Directors, Mr. Ramesh Ramadurai is eligible to be appointed as an Independent Director for a term of 5 consecutive years and fulfils the conditions specified in the Companies Act, 2013 and the rules made thereunder for his appointment as an Independent Director of the Company and is independent of the Management.

The letter of appointment of Mr. Ramesh Ramadurai setting out the Terms and Conditions of appointment are made available for inspection by the Members at the Registered Office of the Company during business hours on all working days, until the last date of remote e-voting i.e. August 10, 2026.

Except Mr. Ramesh Ramadurai, being the appointee, or his relatives, none of the Directors and Key Managerial Personnel of the Company or their relatives are concerned or interested financially or otherwise, in the resolution as set out in this Notice.

The Board recommends the special resolution set out at Item No.8 of this notice for the approval of Members.

Details of Directors whose re-appointment/ appointment is proposed pursuant to Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standards on General Meeting (SS-2):

Name of the Director	**Mr. Stefan Grosch**
Director Identification Number (DIN)	10145827
Date of Birth	May 19, 1966
Age	60 years
Date of first Appointment	May 10,2023
Relationship with Directors and Key Managerial Personnel	Nil
Brief profile	Mr. Stefan Grosch has been a member of the board of management and director of industrial relations at Robert Bosch GmbH since April 01, 2023. His responsibilities include human resources and social welfare. In addition, he is responsible for occupational safety, environmental protection and sustainability, legal services, compliance management, and taxes as well as the Bosch business in India. Stefan Grosch was born in Mönchengladbach, Germany, on May 19, 1966. He is married and has two sons. Grosch studied business administration at the University of Cologne, Germany, and the ESADE business school in Barcelona, Spain. **Career stages in the Bosch Group 1992** Junior manager program, controlling/logistics, Starter Motors and Generators division, Schwieberdingen, Germany **1996** Head of logistics planning, head of plant controlling and financial accounting, Treto, Spain **2000** Commercial plant manager and head of finance and controlling for Bosch Latin America, Campinas, Brazil **2004** Corporate department for controlling, planning, mergers and acquisitions, Gerlingen, Germany **2007** Commercial vice president for commercial vehicles, Diesel Systems division, Stuttgart, Germany **2013** Head of corporate department for internal auditing, Gerlingen, Germany **2017** Executive vice president for commercial affairs and director of industrial relations, Automotive Steering division, Schwäbisch Gmünd, Germany **October 2022** Executive vice president for commercial affairs, Powertrain Solutions division, Stuttgart, Germany **April 2023** Member of the board of management and director of industrial relations, Robert Bosch GmbH
Expertise in specific functional area	Mr. Stefan Grosch has been a member of the board of management and director of industrial relations at Robert Bosch GmbH since April 01, 2023. His responsibilities include human resources and social welfare. In addition, he is responsible for occupational safety, environmental protection and sustainability, legal services, compliance management, and taxes as well as the Bosch business in India.
Qualification(s)	Business administration at the University of Cologne, Germany, and the ESADE business school in Barcelona, Spain.

Name of the Director	Mr. Stefan Grosch
Terms and conditions of appointment	Was appointed as Non-Executive Non-Independent Director liable to retire by rotation.
Remuneration last drawn (including sitting fees)	Nil
Number of meetings of the Board attended during the financial year 2025-26	4 out of 6 meetings
Board Membership in other Indian listed companies as on the date of this Notice	Nil
Chairmanship/Membership of committees in other Indian listed companies as on the date of this Notice	Nil
Chairmanship/Membership of the Committees of Board of Companies/Body Corporates (including Bosch Limited)	Member of: 1. Audit Committee 2. Nomination and Remuneration Committee 3. Risk Management Committee
Number of shares held in the Company as on the date of this Notice - (a)Own and (b)For other persons on a beneficial basis.	Nil
Listed companies from which the Director has resigned in the past three years	Nil

Name of the Director	Mr. Ramesh Ramadurai
Director Identification Number (DIN)	07109252
Date of Birth	February 13, 1962
Age	64
Date of first Appointment	May 21, 2026
Relationship with Directors and Key Managerial Personnel	Nil
Brief profile	Mr. Ramesh Ramadurai is a 30 plus year veteran with 3M, with a uniquely global business and cross-cultural leadership perspective. He has lived and worked in the US, the Philippines and China for close to fifteen years. During his assignment in China between 2014 and 2019, he had responsibility for 3M's industrial business across all of Asia Pacific. He retired as Managing Director of 3M India Limited, a position he held since June 2019. Prior to joining 3M India Limited, he worked at an offshore oil production platform, and at a leading automotive part and two-wheeler manufacturer in India.
Expertise in specific functional area	General Management of Business Industry and Marketing
Qualification(s)	• Post Graduate Diploma in Management, Indian Institute of Management, Calcutta, 1986. • Bachelor of Technology in Chemical Engineering, Indian Institute of Technology, Kanpur, 1983.
Terms and conditions of appointment	Appointed as a Non-Executive Independent Director for a term of 5 years from May 21, 2026, to May 20, 2031.
Remuneration last drawn (including sitting fees)	Not Applicable. He will be paid Sitting fees and Commission as approved by the Board.
Number of meetings of the Board attended during the financial year 2026-27 (up to the date of this notice)	Not Applicable
Board Membership in other Indian listed companies as on the date of this Notice	• Anthem Biosciences Limited – Independent Director • Centum Electronics Limited – Independent Director
Chairmanship/Membership of committees in other Indian listed companies as on the date of this Notice	• Chairmanship: - Risk Management Committee *(Anthem Biosciences Limited)* • Membership: - Audit Committee *(Anthem Biosciences Limited)* - Nomination and Remuneration Committee *(Anthem Biosciences Limited)* - Stakeholders' Relationship Committee *(Anthem Biosciences Limited)*
Number of shares held in the Company as on the date of this Notice - (a)Own and (b)For other persons on a beneficial basis.	Nil
Listed companies from which the Director has resigned in the past three years	Nil

By Order of the Board

V. Srinivasan
Company Secretary & Compliance Officer
M. No. A16430
Date: May 20, 2026
Place: Bengaluru

BOSCH LIMITED

(CIN: L85110KA1951PLC000761)
Registered Office: Hosur Road, Adugodi, Bengaluru -560 030
Tel: +91 9262105247 | website: www.bosch.in | E-mail: secretarial.corp@in.bosch.com

PROXY FORM (FORM NO.MGT-11)

[Pursuant to Section 105(6) of the Companies Act. 2013 and Rule 19 (3) of the Companies (Management and Administration Rules, 2014)]

74th Annual General Meeting on August 11, 2026

Name of the Member(s)	
Registered Address	
Folio No. DPID/Client ID	
Email Id	

I/We, being the member(s) holding..... shares of the above-named company, hereby appoint

(1) Name:..... Address:.....
E-mail Id:..... Signature:.....or failing him.

(2) Name:..... Address:.....
E-mail Id:..... Signature:.....or failing him.

(3) Name:..... Address:.....
E-mail Id:..... Signature:.....or failing him.

as my/our proxy to attend and vote **(either on poll or through e-voting)** for me/us and on my/our behalf at the 74th Annual General Meeting of Company, **to be held on Tuesday, August 11, 2026, at 11.00 a.m. (IST) at Trinity Hall, Taj MG Road, 41/3, Mahatma Gandhi Road Bengaluru-560 001** and at any adjournment(s) thereof in respect of such resolutions as are indicated below:

Sl. No.	Resolutions	Type of Resolution	For	Against
ORDINARY BUSINESS				
1.	Adoption of Standalone Financial Statements for the financial year ended March 31, 2026.	Ordinary		
2.	Adoption of consolidated Financial Statements for the financial year ended March 31, 2026.	Ordinary		
3.	Declaration of Final dividend of ₹ 270/- on equity shares for the Financial Year ended March 31, 2026.	Ordinary		
4.	Re-appointment of Mr. Stefan Grosch (DIN: 10145827), as a director liable to retire by rotation	Ordinary		
SPECIAL BUSINESS				
5.	Ratification of remuneration payable to Cost Auditors.	Ordinary		
6.	Material Related Party Transaction with Robert Bosch GmbH (RB GmbH)	Ordinary		
7.	Material Related Party Transaction with Bosch Automotive Electronics India Private Limited	Ordinary		
8.	Appointment of Mr. Ramesh Ramadurai (DIN: 07109252) as a Non-Executive Independent Director for a term of five (5) years	Special		

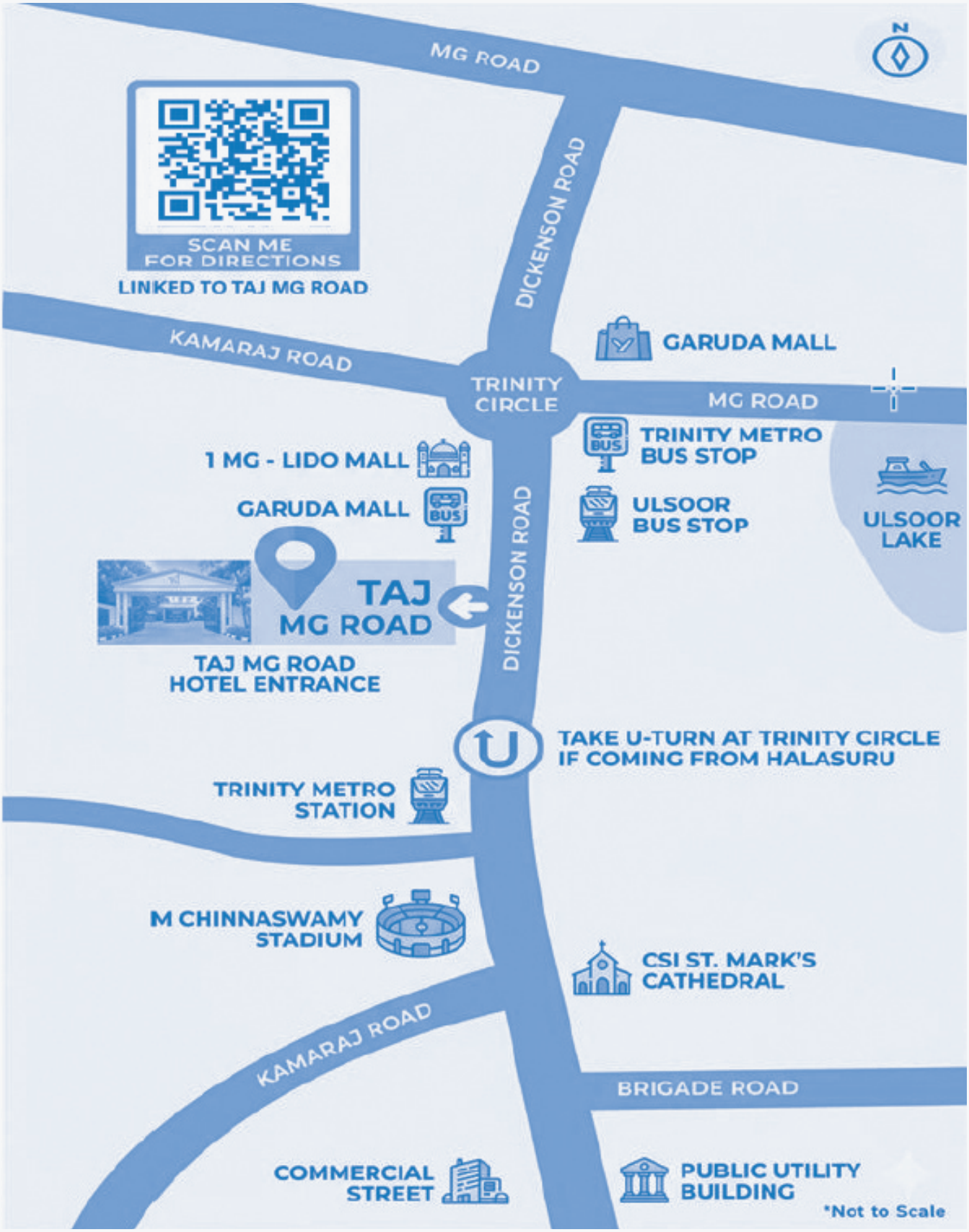
Signed this..... day of 2026

....
Signature of shareholder Signature of Proxy holder(s)

Notes:

1. This form of proxy to be effective should be duly completed and deposited at the Registered Office of the Company, not less than 48 hours before the commencement of the Meeting.
2. For the Resolutions, Explanatory Statement and Notes, please refer to Notice of the 74th Annual General Meeting.
3. It is optional to indicate your preference (✓) in the appropriate column against the resolutions indicated in the box. If you leave the 'For' or 'Against' column blank against any or all Resolutions, your Proxy will be entitled to vote in the manner as he/she thinks appropriate.
4. Please complete all details including your membership details in above box before submission. Blank/Incomplete Proxies shall be considered as invalid.
5. A person can act as a Proxy on behalf of members not exceeding fifty and holding in the aggregate not more than 10% of the total share capital of the Company carrying voting rights. A member holding more than 10% of the total share capital of the Company carrying voting rights may appoint a single person as proxy and such persons shall not act as a proxy for any other person or member.
6. In case of joint holders, the signature of any one holder will be sufficient, but names of all the joint holders should be stated.
7. A Member entitled to attend and vote at the meeting is entitled to appoint one or more proxies to attend and vote on a poll instead of himself and such proxy need not be a Member of the Company.

MAP NOT TO SCALE



BOSCH LIMITED

(CIN: L85110KA1951PLC000761)
Registered Office: Hosur Road, Adugodi, Bengaluru-560030, Karnataka, India
Tel No.: +91 9262105247, Website: www.bosch.in;
e-mail: secretarial.corp@in.bosch.com; investor@in.bosch.com

ATTENDANCE SLIP

74th ANNUAL GENERAL MEETING

Day: Tuesday, Date: August 11, 2026, Time: 11.00 a.m.
Venue: Trinity Hall, Taj MG Road, 41/3, Mahatma Gandhi Road Bengaluru-560 001

I hereby record my presence at the 74th Annual General Meeting of the Company.

.....	.....	.....
Member's Folio No./DPID-Client ID No.	Member's/Proxy's name in Block Letters	Member's/Proxy's Signature

Sign this attendance slip and hand it over at the venue of the meeting

..... Tear Here.....

DIRECTORS' REPORT INCLUDING MANAGEMENT DISCUSSION AND ANALYSIS

The Directors have pleasure in presenting the 74th Annual Report together with the Audited Financial Statements for the Financial Year ended March 31, 2026.

FINANCIAL RESULTS

The following are the **standalone financial highlights** for the Financial Year 2025-26:

[MINR]

Particulars	2025-26	2024-25
Sale of Products	**190,853**	**169,316**
Of which Export Sales	***14,916***	***14,054***
Total revenue from operations	**200,347**	**180,874**
Profit Before Tax (w/o exceptional items)	**30,860**	**27,312**
Profit Before Tax (including exceptional items)	**36,420**	**27,326**
Total tax expense	**8,717**	**7,193**
Profit for the year	**27,703**	**20,133**
Other comprehensive income / (loss) (Net of tax) for the year	**(2,312)**	**2,426**
Total Comprehensive income for the year	**25,391**	**22,559**

Total revenue from operations grew by 10.8 % over the previous year. Profit before tax (w/o exceptional items) was 15.4 % of total revenue from operations for 2025-26 (Previous Year: 15.1 %).

ACQUISITION OF EQUITY SHARES OF BOSCH CHASSIS SYSTEMS INDIA PRIVATE LIMITED (RBIC)

The mobility sector is rapidly changing worldwide due to acceleration in electrification, introduction of autonomous cars, and regulatory changes towards safer vehicles. To secure long-term success, Bosch Limited is also adapting quickly to the changing circumstances and developing highly flexible, business-oriented solutions aligned to regional needs within a very short time.

Bosch Limited expects the mobility landscape to evolve rapidly by 2030 & beyond with sustainable, safe & exciting technologies. This will involve cross-domain synergies, cross-functional thinking, and cross-entity working mindset. There is a growing need to integrate businesses and product portfolios together to deliver platform level solutions to our customers across the various mobility domains.

Currently, diverse businesses are housed under different entities of Bosch Group in India. While the Power Solutions business is in Bosch Limited, the Safety & Braking portfolio including active & passive safety and actuation is under a different Bosch group company, Bosch Chassis Systems India Private Limited (RBIC), located in Pune.

As the above-mentioned portfolios are complimentary to each other, a combined approach would offer synergies in delivering greater value to the customer. To achieve this objective, the Company believes the acquisition of the safety and braking systems of RBIC would enhance the value of Bosch Limited.

The Board of Directors of Bosch Limited has approved the acquisition of RBIC by way of acquiring 100 % equity capital of RBIC from its existing shareholders. The Company has also obtained the approval of its shareholders via a Postal Ballot for the proposed acquisition. The purchase consideration of this acquisition is an amount not exceeding ₹ 9,068.68 Crores (as valued by an independent valuer), will be financed through internal accruals. The Company believes that utilization of cash for the acquisition will be an efficient use of the Balance Sheet, particularly when RBIC offers strong and sustainable growth with high profitability.

The transaction is expected to be completed by the end of Q1 2026-27 after obtaining necessary regulatory approvals. Post which RBIC will become a 100 % subsidiary of Bosch Limited.

DIVIDEND AND TRANSFER TO RESERVES

Based on the good financial performance for the year under review coupled with strong balance sheet strength with no debt and sufficient cash reserves (even after the acquisition of RBIC) and considering future cash flows, the Board of Directors have recommended a final dividend of ₹ **270/-** per equity share for the financial year 2025-26 for the approval of the members at the 74th Annual General Meeting of the Company. The total dividend payout ratio comes to **29%** for 2025-26.

The final dividend recommended is in accordance with the Dividend Distribution Policy of the Company. The Company does not propose to transfer any amount to Reserves for the year under review.

Pursuant to the requirements of regulation 43A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has adopted a Dividend Distribution Policy and is enclosed as Annexure '**H**' to this Report.

Details of outstanding and unclaimed dividends previously declared and paid by your Company are given under the Corporate Governance Report which forms part of this Integrated Annual Report.

MANAGEMENT DISCUSSION AND ANALYSIS

Economic Scenario

Global economy:

Global economy in 2025 was characterized by resilient growth, ending up at 3.4 % with uneven performance across United States (2.1 %) & Europe (1.4 %) & emerging and developing economies namely China (5.0 %) & India (7.6 %) leading the growth. While inflation declined in many nations, high geopolitical tensions, trade protectionism, and tariffs and elevated interest rates marked the year. Average global inflation for 2025 was 4.1 %. Global trade with the US witnessed some front-loading of imports in H1 of 2025 with uneven tariffs for different countries, affecting trade in the later months. Since then, the tariffs have been rolled back due to US Supreme Court rulings.

In 2026, the global economy faces renewed stress as the conflict in the Middle East threatens growth and inflation, following resilience in previous year. Assuming limited impact of middle east conflict, in scope and duration, global growth is projected to moderate to 3.1 % in 2026 and 3.2 % in 2027. U.S. is expected to grow by 2.3 %, Europe by 1.1 %, and key developing economies, namely China & India are expected to grow by 4.4 % and 6.5 % respectively. Global headline inflation is projected to rise moderately to 4.4 % in 2026.

Foreign exchange volatility is expected to persist, especially in emerging markets which are sensitive to capital inflows and high oil imports. However, global activity could improve if productivity gains from AI materialize more rapidly & geopolitical and trade tensions ease on a sustained basis.

Indian Economy:

India remained the bright spot clocking high growth (7.6 % GDP) in 2025-26, supported by strong domestic consumption with tax & fiscal supports by government. Foreign Direct Investments (FDI) and Foreign Portfolio Investments (FPI) were weak in the entire financial year compared to previous years and has led to wider trade deficits and weaker Rupee.

GDP for 2026-27 is expected to grow by 6.5 % (less than previous year), affected by headwinds from geo-political impact, higher inflation (base effect & elevated commodity prices) and weak monsoon forecast. On the fiscal side, last year's GST and income tax support aided growth. However, geopolitical risks and inflation pressures could moderate consumption momentum in 2026-27. Manufacturing growth outlook is closely tied to global demand, with exports exposed to trade dynamics and external slowdown risks.

Depreciation pressure in INR continues, driven by persistent capital outflows, higher oil prices, and global uncertainty.

Source: IMF World Economic Outlook Report - April 2026

Industry Structure and Development

(A) Automotive

Indian Automotive Industry 2025-26: Robust growth supported by GST 2.0 tailwinds

2025-26 was a year of contrasting halves. Apr–Aug remained muted amid consumer caution and geopolitical tensions; Sep–Mar saw a decisive upshift as GST 2.0 improved affordability, lifted sentiment, and triggered broad-based sales momentum. The recovery was driven by GST rate cuts, a favorable monsoon boosting rural demand, and supportive macroeconomic measures including repo rate reductions and income tax relief, which improved affordability and boosted consumer confidence. As a result, overall, 4-Wheeler vehicle production rose 12.2 % Y-on-Y, with the industry overcoming early volatility to exit the fiscal on a strong footing compared to 2024-25.

In 2025-26, the electric vehicle (EV) market expanded across all segments, signaling a broad-based shift toward electrification. Electrification in Passenger Cars also gained strong momentum in the segment, aided by expanding charging infrastructure and a broader portfolio of feature-rich models across price points. Electric 2-wheelers recorded healthy growth, reflecting a more sustainable, demand-led transition compared to earlier subsidy-driven spikes, while 3-wheelers gained momentum on the back of rising last-mile delivery demand. Electric buses also saw steady growth, supported by government initiatives such as PM e-Bus Sewa. Overall, the expansion of charging infrastructure and continued policy support accelerated EV adoption.

Vehicle segment wise performance in 2025-26

Passenger Car (PC): Consistent UV demand and GST impact drove growth

Passenger vehicle production reached an all-time high of 5.6 million units in 2025-26 with a growth of 10.2 % Y-o-Y, marking a shift from steady to robust growth, driven by strong consumer demand and supportive macroeconomic conditions.

While sentiment was impacted in the first half due to geopolitical tensions, particularly tariff-related uncertainties, demand rebounded sharply post-September 2025, supported by GST benefits, sustained SUV traction, and improved consumer confidence.

Electrification also gained strong momentum in the segment, aided by expanding charging infrastructure and a broader portfolio of feature-rich models across price points. Additionally, inventory levels normalized to ~28 days (from ~52 days in March 2025), indicating one of the healthiest channel positions in recent years.

Commercial Vehicle (CV): Strong growth driven by sustained infrastructure investment and e-commerce demand

The Heavy Commercial Vehicle (HCV) segment delivered strong 15.8 % Y-on-Y growth, returning to its 2018-19 peak, supported by sustained infrastructure-led demand and robust freight activity. Higher infrastructure spending (~10 % increase) further strengthened demand, while GST rate cuts boosted freight movement and drove replacement cycles.

The bus segment recorded double-digit growth, led by accelerating EV adoption, backed by state-led electrification initiatives, rising urban mobility needs, and an increased focus on sustainability.

Light Commercial Vehicle (LCV) production grew 10.5 % Y-on-Y, surpassing its 2023-24 peak, driven by sustained infrastructure spending and festive-led demand supporting freight and last-mile connectivity. Additionally, GST-led benefits and repo rate cuts improved affordability, unlocking both deferred and replacement demand.

Tractors: Good & timely monsoon led to robust agricultural output fueling the demand

The tractor segment emerged as a standout performer in 2025-26, registering robust 21.8 % Y-on-Y growth and surpassing its previous peak seen in 2022-23. Favorable monsoon conditions played a pivotal role, supporting strong Kharif output and improving Rabi crop prospects, which significantly boosted farm incomes and sentiment.

Healthy reservoir levels further enhanced irrigation availability, aiding overall farm productivity. In addition, higher Minimum Support Prices (MSPs), improved rural liquidity, and supportive policy measures such as GST benefits strengthened purchasing power in rural markets. This, coupled with increased mechanization across regions, drove strong volume growth.

2-Wheeler (2W): Improved affordability & rural cashflow coupled with steady urban demand led growth

The 2-wheeler segment recorded a robust 11.2 % Y-on-Y growth in 2025-26, surpassing its 2018-19 peak. Growth was supported by improved rural cash flows, steady urban demand, and a widening product portfolio across both entry-level and premium segments.

Shift towards higher end 2-wheelers, rising participation of women riders, higher fleet and last-mile mobility demand

further contributed to volume expansion. GST rationalization and income tax relief continued to enhance affordability and support disposable incomes.

Electric 2-wheelers gained further traction, with adoption becoming increasingly demand-driven. Additionally, strong festive and wedding-season demand, particularly in H2 2025-26, provided an added boost, enabling the segment to close the year on a strong note.

3-Wheelers: GST boost and e-commerce growth drove segment momentum

The 3-wheeler segment recorded strong 24.2 % Y-on-Y growth in 2025-26, surpassing its 2018-19 peak, driven by robust demand for passenger mobility and expanding last-mile connectivity.

Growth was further supported by steady adoption of electric 3-wheelers, aided by lower operating costs. The segment's evolution reflects a broader structural shift toward clean mobility and cost-efficient last-mile delivery, with e-3Wheelers steadily gaining share from CNG.

Trend of Vehicle Production in the Indian automotive market for the past 5 financial years

Production in thousand Nos.

Vehicle Segment	2021-22	2022-23	2023-24	2024-25	2025-26
Tractors	962	1,073	947	1,020	1,242
% Growth Y-on-Y		*11.6%*	*(11.7)%*	*7.7%*	*21.8%*
Passenger Cars	3,650	4,576	4,914	5,090	5,610
% Growth Y-on-Y		*25.4%*	*7.4%*	*3.9%*	*10.2%*
Light Commercial Vehicles	537	658	680	645	713
% Growth Y-on-Y		*22.6%*	*3.3%*	*(5.1)%*	*10.5%*
Heavy Commercial Vehicles	293	396	416	411	476
% Growth Y-on-Y		*35.0%*	*5.1%*	*(1.2)%*	*15.8%*
Total 4-Wheeler	**5,442**	**6,703**	**6,957**	**7,166**	**8,041**
% Growth Y-on-Y		*23.2%*	*3.8%*	*3.0%*	*12.2%*
2-Wheelers	17,729	19,510	21,789	24,227	26,942
% Growth Y-on-Y		*10.0%*	*11.7%*	*11.2%*	*11.2%*
3-Wheelers	752	852	963	1,031	1,281
% Growth Y-on-Y		*13.3%*	*13.0%*	*7.1%*	*24.2%*
Total Automotive market	**23,923**	**27,065**	**29,709**	**32,424**	**36,264**
% Growth Y-on-Y		*13.1%*	*9.8%*	*9.1%*	*11.8%*

Indian Automotive Industry outlook for 2026-27:

The Indian automotive market outlook for 2026-27 remains in the growth trajectory, with the expectation of a high single-digit growth supported by strong macroeconomic fundamentals and tailwinds from GST rationalization. However, the sector remains at a crossroads, as escalating geopolitical tensions could drive cost pressures and disruptions across the automotive value chain.

(B) Non-Automotive

Consumer goods – Power Tools

India's resilient & rapidly growing economy, continued infrastructure development, and sustained manufacturing growth are key macroeconomic drivers supporting the power tools market in 2025–26. Government led infrastructure spending remained structurally high during 2025–26, with capital expenditure maintained at ~₹11.2 Lakhs Crores under Union Budget 2025–26, reinforcing demand across roads, railways, urban infrastructure, logistics, and housing. India's manufacturing sector showed strong momentum during 2025–26, supported by policy continuity under Make in India and the formal launch of the National Manufacturing Mission (2025–26).

The Indian power tools market is estimated at approximately ₹120 billion in 2025–26 and is expected to grow at a CAGR of around ~7 % over the next 3 years, driven by sustained infrastructure investments, manufacturing growth across industries, and rising adoption of cordless power tools. Over the medium-to-long term, this growth trajectory reflects steady expansion across construction, manufacturing, MSMEs, professional, and consumer segments.

The market continues to witness intensified competition, particularly from Chinese / new entrants who are gaining traction in the lower to mid-price segment and challenging established professional players. However, during the year, the regulatory environment continued to tighten imports, with increased focus on BIS certification, quality compliance, and license renewals. These measures are gradually curbing the inflow of sub-standard products and supporting a shift towards compliant, branded offerings. This development is structurally favorable for organized players like Bosch Limited, who are investing in quality, safety, and localized manufacturing, while also contributing to improved long-term industry sustainability. Total revenue of Power tools segment of Bosch Limited grew by a modest 6.4 % in 2025-26 vs PY. The outlook for 2026-27 remains positive; however, a prolonged middle east conflict could act as a dampener.

Building Technologies – Fire safety

The Fire Safety segment in India is expected to witness steady growth, supported by ongoing infrastructure development, a strong construction pipeline, stricter regulatory enforcement, and increasing awareness of fire safety standards. However, the market remains highly competitive, and price sensitive, characterized by a fragmented landscape of international and domestic players. The current market size is estimated at approximately ₹1,200 Crores.

Bosch Building Technologies offers a comprehensive fire safety portfolio designed to meet varied building requirements. Backed by a wide range of intelligent, dependable solutions, the Company is well placed to serve rising demand across sectors. Its solutions combine high reliability with future-ready scalability, delivering early and accurate fire detection through advanced AI-enabled smart sensors.

During the year, as a part of global restructuring, the "Video solutions, Access & Intrusion and Communication systems" business of Building Technology division was hived off in May 2025. The division would now focus on "Fire Safety" business. The outlook for 2026-27 remains promising, and sales revenue is expected to post a strong growth.

Business segment wise performance

The Company operates in the manufacturing and trading business in the Mobility sector, which constitutes around 89.4 % of total sales in 2025-26. Business Beyond Mobility, comprising Consumer Goods (Power Tools), Energy & Building Technology (Fire safety), and Industrial Technology, had a share of 10.6 %.

The operating segments of the Company are broadly classified into "Mobility Business" (Automotive products) and "Businesses Beyond Mobility" (Non-Automotive products).

(A) Mobility Business:

Power Solutions (PS)

Power Solutions division is a global leader of components and systems for internal combustion engines and develops high-performance thermal management systems that increase efficiency of motor vehicles. Fuel cell systems and system solutions for hydrogen engines enable climate-neutral propulsion. To produce low-carbon hydrogen, PS is developing a powerful electrolysis stack. A significant strength of the division's high system competence is comprehensive expertise in software, controls and services.

The Power Solutions division recorded a growth of 17.6 % during 2025–26, supported by strong growth of the automotive industry, driven by GST lead tailwinds and demand across all automotive vehicle segments. In line with Bosch's Mobility transformation, the integration of Thermal Systems and Commercial Vehicle/Off-Road (CV/OR) business further strengthens the division's systems capabilities and contributes positively to future growth. The CV/OR business continues to align its strategy with evolving legislative requirements in the commercial vehicle segment while focusing on expanding into emerging mobility solutions.

During the year, the division also marked an important milestone in hydrogen mobility. Bosch India showcased its hydrogen engine prototype truck to the Honorable Federal Chancellor of Germany, Mr. Friedrich Merz, during his visit to the Company's Adugodi campus in Bengaluru. The live demonstration highlighted Bosch's local development capabilities and reflected the joint commitment of Bosch in India and Bosch, Germany to accelerate hydrogen transformation toward sustainable mobility.

Aligned with Bosch's sustainability commitments, the division continued to accelerate the transition toward improved internal combustion engine technologies, near zero emission technology with hydrogen engine and electrification initiatives. Looking ahead, the division expects the growth momentum to continue, supported by strong economic fundamentals and anticipated growth in the automotive industry and the upcoming implementation of commercial vehicle ADAS regulations, and the acquisition of key OEM businesses, positioning PS for sustained growth in the coming years.

Mobility Aftermarket (MA)

The Mobility Aftermarket division has presence in Sales, Supply, and Distribution of automotive parts for vehicle servicing, diagnostics equipment for workshops and technical information, training, and consulting for after-sales service for Bosch automotive products and systems. The product portfolio ranges from Diesel & Gasoline Fuel Injection System & Components, Spark Plugs, Filters to Batteries, Lubricants, Wiper Blades, and Diagnostic Equipment & Software, among others.

The MA segment has over 50,000 retail touch points, spread across 650+ districts across India, catering to over 15,000-part numbers to ensure widespread availability of both products and after sales services. The division also has over 1,500 authorized workshops & service centers comprising of Bosch Car Service & Bosch Diesel Service Centers, Auto Electrical Modules & 2-Wheeler Service partners, in India.

MA achieved the highest ever Revenue from operations in 2025-26 with a growth of +3.7 % compared to PY.

The Independent After Market (IAM) segment, consisting of around 60.5 % of the total business of MA division, grew by +3.2 % in 2025-26 vs PY.

The Original Equipment (OE) block led the growth in 2025-26 with an impressive 14.0 % increase over PY.

IAM continued its Zing+NXT strategy with a focus on enhanced Demand Generation for deeper Market Penetration & enhanced product portfolio for wider range participation.

Core product categories, including Filters, Diesel systems, Braking systems, Wipers, Auto Electricals and Gasoline products, performed particularly well, each delivering strong growth compared to the previous year, supported by strong aftermarket demand and effective execution initiatives.

MA India launched DAP (Diagnostics Amplifier Project) last year which empowered every garage with cutting-edge Bosch Diagnostics and eventually increase parts availability. Likewise, 2-Wheeler workshops doubled in number compared to last year.

MA plans to sustain and improve its growth in the coming year with a focus on core products & new product launches.

2-Wheeler & Power sports (2WP)

Bosch has solidified its position as a key partner to major two-wheeler original equipment manufacturers (OEMs) by providing a suite of innovative technologies and comprehensive system solutions tailored for a variety of vehicle types. Our specialized Engine Management System (EMS) portfolio is engineered specifically for the two-wheeler segment and includes critical components such as lambda sensors, fuel injectors, fuel supply modules, and advanced Electronic Control Units (ECUs).

The 2025-26 marked a period of outstanding achievement for our two-wheeler business in India which recorded remarkable growth of 69.1 % compared to previous year. A significant highlight was the successful large-scale implementation of our exhaust gas sensors for OBDII norms, which was instrumental in achieving substantial top-line growth and setting new performance benchmarks.

New legislative frameworks introduced in 2025, combined with emerging market opportunities such as tax incentives, GST reductions, and technology trends toward premiumization and value-added functions, created a favorable environment for growth. The past year was also pivotal in advancing our sustainability goals. We developed and scaled critical technologies that enabled the 2-Wheeler industry to seamlessly adopt stricter emission norms, contributing to a cleaner and more environmentally responsible future for mobility.

(B)Business Beyond mobility:

The Business Beyond Mobility sales have decreased by (13.6)% in 2025-26 vs PY mainly due to sale of "Video solutions, Access and Intrusions and Communication systems" business under Building Technology division, in May 2025.

Consumer Goods - Power Tools (PT)

Bosch Power Tools has been a leading global supplier of power tools, and related accessories, garden tools, measuring technology & has recently expanded its portfolio to hand tools. The division has a wide range of products with a focus on equipping professionals and industry users with cutting-edge tools that ensure precision, efficiency, and durability.

During 2025-26, the division's revenue grew by +6.4 % vs PY, of which the global tools segment which includes grinders and cutters, constituting 54.8 % of the total power tools business, grew by +6.0 % over PY. The accessories business, which constitutes 28.8 % of the total power tools business, grew by +3.6% over PY. The division also aims at reducing the distance to its users and will continue to focus on improving their lives by providing affordable solutions. The Power tools division continues to focus on increasing the share of localization of high-volume products and thereby offering better value to customers.

The power tools business is expected to continue to grow in the coming years. Focus will be on the Cordless Tools business, Industrial Tools, Dealer engagement & New launches across all business units. Lower price products will continue to be essential for business growth with emphasis on localization. The division is also expanding its business in adjacent segments, namely hand tools.

Building Technology (BT)

Bosch's Building Technology division provides solutions that create safe environments through advanced fire safety systems. Our goal is to reduce risks, enhance protection, and deliver the most suitable solution for every type of building. BT offers cutting-edge technologies across a wide range of sectors, including Metro and Railway Terminals, Airports, Industrial Facilities, Government and Defense Establishments, Hospitality, Education, Healthcare, Retail, and Corporate Offices.

Across India, BT serves customers through a strong and reliable network of System Integrators and Distributors, ensuring seamless delivery, implementation, and support.

BT previously operated across Video Solutions, Access & Intrusions, Communication Systems, and Fire Safety Systems until April 2025. In alignment with its global strategy, the Company hived off its Video Solutions, Access & Intrusions, and Communication Systems businesses effective May 2025. Following this restructuring, BT continues to operate only in the Fire Safety Systems segment.

Revenue by geographical area

Bulk of the Net Sales in 2025-26 is from sales made within India in the domestic market. Exports at 14,916 MINR constitute ~7.8 % of total sales in 2025-26. Most of the exports are manufactured goods to other Bosch group companies from Power solutions and Mobility aftermarket divisions. Close to 75 % of the total products exported are to Robert Bosch, Germany.

Financial Performance

(A) Profit & Loss statement:

(i) Sale of products

Sales of products grew by +12.7 % over PY and stood at 190,853 MINR in 2025-26.

Mobility business revenues increased by +16.9 % vs PY, which comprises of Power Solutions, which grew by +17.6 % vs PY aided by growth in the overall automotive market, 2-Wheeler business grew by +69.1 % mainly on account of sale of exhaust gas sensors due to ramp up for OBDII norms implementation from April 01, 2025.

Sales of Business Beyond Mobility decreased by (13.6) % vs PY mainly due to sale of "Video solutions, Access and Intrusions and Communication systems" business in May 2025.

(ii) Sale of services

Income from sale of services comprises of engineering & application projects done mainly for Indian OEMs.

(iii) Other operating revenue

Other operating revenue for 2025-26 stood at 4,400 MINR, which increased by +8.5 % over PY. This increase is mainly due to higher government grants received in 2025-26.

(iv) Other income

Other income comprises mark-to-market gains on mutual fund investments and interest income on fixed deposits and loans given, which increased by +4.9 % over PY.

(v) Cost of raw material & components consumed (incl. trade goods)

Cost of goods sold (incl. trade goods) as a % of Sale of products improved from 67.7 % in 2024-25 to 67.1 % in 2025-26. The improvement is mainly on account of material cost reduction and favorable product mix.

(vi) Employee benefit expense

Personnel costs in 2025-26 were 15,458 MINR, which is 7.7 % of total revenue as against 8.3 % of revenue in PY. The reduction was mainly driven by employee productivity improvement.

(vii) Finance costs

Finance costs for 2025-26 were 267 MINR as compared to 171 MINR in 2024-25.

(viii) Depreciation and amortization expense

Depreciation charge for 2025-26 was 3,920 MINR as against 3,756 MINR in PY. The increase is due to investments made during the year in plant & machinery for new products & upgradation/capacity increase for existing products.

(ix) Other expenses

Other expenses mainly comprise spending on plant operating expenses, selling & administrative overheads, & royalty payments. Other expenses were 15.2 % of total revenue in 2025-26 as compared to 15.6 % of total revenue in PY. The decrease is due to budgetary control of expenses and better fixed cost absorption.

(x) Exceptional item

Exceptional item in 2025-26 comprises of profit on sale of Video Solutions, Access & Intrusions, and Communication Systems businesses in May 2025.

Exceptional item in 2024-25 comprises of profit on sale of OE diagnostics business offset by provision made for restructuring of operations in mobility business.

(xi) Total tax expense

Total tax expense for 2025-26 (including tax on exceptional items) amounts to 8,717 MINR, as compared to 7,193 MINR in PY. The effective tax rate (including deferred tax, but excluding tax adjustments related to earlier years), for 2025-26, is 23.3 % of Profit Before Tax as compared to 25.6 % in PY. The effective tax rate has decreased due to long term capital gain on sale of business, which is taxed at lower rates.

(xii) Profit for the year, viz. Profit After Tax (PAT)

Profit after tax (including exceptional items) increased by +37.6 % over PY. Current year profit after tax has one-time profit on sale of "Video Solutions, Access & Intrusions, and Communication Systems business" amounting to 5,560 MINR.

(xiii) Other Comprehensive Income (OCI)

The investment in equity shares is classified as financial assets through other comprehensive income as per the requirements of Ind AS 109. The changes in fair value of equity shares are recognized under the OCI. Also, the gains/(losses) arising on remeasurement of employee deferred benefit plans is recognized through OCI.

Because of a drop in market value of equity shares as of March 31, 2026, a net reduction in OCI of 2,312 MINR (net of taxes) has been recognized in 2025-26.

(xiv) Earnings per Share (EPS)

EPS (basic and diluted) of the Company for 2025-26 stands at 939 INR per share as compared to 683 INR per share in PY. Current Year had one time profit on sale of "Video Solutions, Access & Intrusions, and Communication Systems business."

(B) Balance Sheet:

(i) Share capital

As on March 31, 2026, the Authorized Share Capital comprises 38,051,460 Equity Shares of ₹ 10/- each. The issued, subscribed, and paid-up capital is 295 MINR divided into 29,493,640 equity shares of ₹ 10/- each.

(ii) Reserves & Surplus

Reserves & Surplus as on March 31, 2026, stood at 137,311 MINR, as compared to 124,459 MINR in PY. The increase is on account of profit after tax earned during 2025-26, after payment of final dividend for 2024-25.

(iii) Other Reserves

Other Reserves comprise fair value of equity investments valued in line with Ind AS-109. The balance of other reserves as of March 31, 2026, is at 10,861 MINR.

(iv) Total Equity

The total Shareholders' funds increased to 148,467 MINR as on March 31, 2026, from 138,177 MINR as on March 31, 2025, contributed by increase in retained earnings for the year.

(v) Property, Plant and Equipment (viz. Fixed assets)

Gross Block of fixed assets (including Capital Work-In-Progress) as on March 31, 2026, was 46,588 MINR compared to 44,347 MINR as on March 31, 2025.

The Company added fixed assets worth 4,101 MINR during the year 2025-26, mainly in plant & machinery for new products, upgradation/capacity expansion & replacements of old machines.

(vi) Financial Investments

The total financial investments (Current & Non-Current) as on March 31, 2026, was 79,813 MINR as against 71,246 MINR as on March 31, 2025. The net operating profit earned during the year after meeting capex and working capital requirements is invested in liquid mutual funds.

Working capital:

(i) Inventories

Inventories as on March 31, 2026, were at 21,242 MINR as compared to 19,423 MINR as on March 31, 2025. Better inventory management & inventory control measures have improved the average inventory coverage days from 39 days in PY to 37 days in 2025-26.

(ii) Trade receivables

Trade receivables on March 31, 2026, stood at 27,727 MINR as against 23,650 MINR as on March 31, 2025. The increase is in line with increased revenue in 2025-26.

(iii) Trade Payables

Trade payables on March 31, 2026, stood at 34,345 MINR as against 29,553 MINR as on March 31, 2025. Coverage days improved from 56 in 2024-25 to 58 days in 2025-26.

(iv) Cash and Bank balances

The total cash and bank balances as on March 31, 2026, was 4,025 MINR (including cash and cash equivalent of 3,963 MINR), compared to 5,077 MINR (including cash and cash equivalent of 3,528 MINR) as on March 31, 2025.

Key Ratios:

Ratios	2025-26	2024-25
Average Inventory days (Avg. inventory / Total revenue per day)	37	39
Average Trade Receivables days (Avg. receivables / Total revenue per day)	47	46
Average Trade Payables days (Avg. payables / Total revenue per day)	58	56
Current Ratio (Current assets / Current liabilities)	1.96	1.92
Working Capital days (Current Assets-Current liabilities / Total revenue per day)	115	106
Operating Profit Margin % (Earnings before interest & taxes / Total revenue)	11.3 %	10.7 %
Profit after Tax (PAT)* % (PAT / Total revenue)	11.4 %	11.1 %
Return On Capital Employed (ROCE)* % (PBT / Capital employed)	20.7 %	19.7 %

*****Excluding exceptional item of profit*

HUMAN RESOURCE DEVELOPMENT AND INDUSTRIAL RELATIONS

Bosch Limited in India is operating in a phase of significant business transformation. While there are global headwinds, Bosch India remains on a strong growth trajectory, with ambitions to achieve multifold growth over the coming years. The organization continues to benefit from its strong legacy in automotive, engineering, and manufacturing, complemented by a deep and trusted customer connect. To sustain and accelerate this growth ambition, Bosch India must adapt rapidly to a changing external environment. Market expectations are shifting towards affordable quality and faster innovation. Growth in electric vehicles, software-defined mobility, connected systems, and smart manufacturing is fundamentally reshaping the business landscape. To enable this transition at Bosch India, we are driving a delicate balance between sustaining the current core business capabilities at one end while simultaneously investing in future-ready technologies and capabilities to build the growth engine for future.

We at Bosch India is rethinking our workforce model. While existing talent structures are strong in certain domains, we are progressively building complementing capabilities in embedded software, artificial intelligence, analytics, mechatronics, and digital product development. At the same time, faster time-to-market and increased localization are critical to positioning India as a cost-effective innovation engine. Accordingly, the people strategy now is prioritizing workforce transformation through reskilling, upskilling, and sustained capability building. Through a focused strategic workforce planning we are going beyond traditional headcount management towards focus on role criticality, demand forecasting, productivity optimization, and flexible talent deployment. We are developing future ready skills through structured capability academies, role-based learning journeys, internal expert-led development, and measurable readiness for future-critical roles.

a) In addition, portfolio evolution, supply chain uncertainty, and global volatility require Bosch India to strengthen internal talent mobility, leadership resilience, and organizational adaptability. Future leaders are further being equipped to manage ambiguity, balance cost with innovation, drive transformation, and build talent across functions and businesses.

b) Overall our HR organization is focused on enabling the transformation through strategic workforce planning, talent management, leadership and succession development, internal career mobility, developing high-performance culture, creating great employee experience and building Bosch India as a Talent Magnet.

Strategic Workforce Planning

As Bosch India navigates the shift from traditional automotive strengths toward electrification, hydrogen, hybrid vehicles, digital mobility, smart manufacturing, cordless product expansion and marketing excellence to drive business. Our workforce strategy is now focused on building a talent pipeline to enable future business needs. We have focused our efforts in buying scarce, fast-moving digital and electrification capabilities, build core engineering and leadership skills for scale and succession, and borrow regulation-led or adjacent capabilities for flexibility from our global network. Based on the analyses, largest increments are needed in manufacturing, sales, and R&D. Hence, we have made proactive plans to invest ahead of the curve by prioritizing critical capability requirements for a future-ready workforce.

Succession Planning and Career Mobility

At Bosch, succession planning and career mobility are connected levers to build a strong and future-ready talent pipeline. Our succession planning approach is becoming more focused and strategic, with clear attention on future-critical roles and capabilities. By identifying key positions and assessing ready and near-ready talent, we are building a stronger leadership pipeline for the future. For senior roles, we are ensuring that multiple successors are identified. Today we have close to 80 % successor coverage across critical positions. In areas where specialized capabilities are still emerging, we are also building an external talent pipeline to complement internal readiness.

At Bosch Limited we have orchestrated a very enabling internal market place where more than 180 talents have moved across roles both within and across businesses. This in-turn created promising career opportunities for associates and facilitated exposure at an enterprise level beyond their respective functions.

Bosch launched Short-Term Exchange Program (STEP) which is further supporting mobility by enabling associates to explore new roles, teams, and business units through structured short-term assignments and immersive learning experiences.

We currently have approximately 50 outbound and around 20 expatriates (XPATs) working with us through both short-term and long-term international assignments. These opportunities enable

employees to gain valuable cross-cultural exposure, broaden their global perspective, and enrich their professional development across geographies.

To make career growth more visible and structured, Bosch has also implemented a Job Architecture Program with clear job descriptions and a consistent role framework aligned to business needs. This has improved role clarity, strengthened workforce planning, and created better visibility into career pathways. This is implemented across businesses covering 84 % of total headcount.

Bosch is also leveraging AI by launching career lattice to make career growth more personalized and future-focused, to match employees' skills with potential emerging roles for development opportunities. This is helping create a more transparent, agile, and future-ready internal talent marketplace that supports growth, reskilling, and retention.

Building High-Performance Culture

At Bosch, we recognize that incremental shifts will not be enough to support our future ambitions. Bosch India is therefore consciously evolving into a more dynamic and performance-oriented enterprise. While process discipline remains one of our core strengths, it must now be complemented by faster innovation, quicker decision-making, and greater speed in the market. In line with this shift, our performance management approach is becoming sharper and more continuous, with stronger emphasis on goal clarity, regular feedback, capability building, and timely recognition.

A high-performance culture at Bosch is being anchored in stronger accountability, recognition of strong performers, encouragement of calculated risk-taking, and appropriate consequence management for consistently suboptimal performance. We are moving toward more meaningful performance differentiation to reinforce meritocracy and ownership. To support this, we have strengthened leadership calibration through the 9-box methodology for performance and potential assessment, clarified role-based expectations, and introduced clearer consequence management practices to ensure differentiation is credible, fair, and well accepted.

Bosch follows a structured rating framework for performance differentiation. Employees in the lower performance band are placed on focused improvement plans with tailored development support and close performance monitoring. Those in the higher performance band are recognized as future talent and are supported through customized development journeys, including strategic and global project exposure, along with differentiated rewards aligned to their contribution and potential.

Bosch as a Talent Magnet

At Bosch talent acquisition and attraction now encompasses 4 strategic levers of business enablement. This includes future proofing for leadership and niche roles through strategic hiring from the lateral market, breaking gender narratives in manufacturing thereby facilitating inclusive talent hiring, creating an ecosystem of early careers to negate the twin challenge of dwindling non circuit branches of engineering in academia and blurring lines in market place where similar talent is targeted by manufacturing and also divergent industries.

For entry level roles we have increased our early career absorption of talent by almost 8 times over the last few years. In the last financial year more than 25 % of external hires were women associates. Our efforts in both acquiring and attracting talent has been recognized through prestigious industry forums such as "People matters" and Economic times", "*Gold in Employer Branding, Silver in Excellence in Talent Acquisition*" through multiple awards for excellence.

Leadership Capability Building and Learning Architecture

At Bosch, leadership development and learning are being shaped as integrated enablers of business performance and long-term organizational growth. The Leadership Enablement and Development Framework is a focused intervention designed to build a future-ready leadership bench by strengthening the capabilities of leaders who play a critical role in driving business performance and transformation. We are building future leaders through self-assessments, one-on-one coaching, and customized development programs. The are enabling the with qualities like one-level-up thinking, customer centricity, radical collaboration and bold decision-making with accountability.

This leadership agenda is closely linked to Bosch's broader Learning & Competence strategy, which leverages strong in-house expertise to continuously strengthen capabilities that support and expand the core business. At Bosch Technical Centre India, learning is viewed as an ongoing journey aligned with business priorities and industry transformation. As mobility evolves through electrification, connectivity, and digitalization, Bosch's learning strategy is evolving in parallel to equip associates with the skills, mindset, and adaptability needed to lead change.

A key enabler in this journey is the Bosch Learning Campus (BLC), a state-of-the-art learning ecosystem that offers immersive and future-ready learning experiences. Together, leadership enablement and continuous learning form a critical pillar in building a resilient, high-performing, and future-ready organization.

Overall, training delivery is as follows:

Total Trainings	Total Participants	Course Complete	Course Incomplete	Course No Show	Mandays	No Show %
685	8794	7812	78	116	9641	2.21%

Total Rewards:

As Bosch progresses towards its ambitious growth goals, our talent philosophy is consciously focused on fostering a culture of high performance and strategically rewarding the exceptional individuals who drive our success. We have designed a Total Rewards framework that is competitive and fundamentally anchored in the principles of transparency, equity and fairness. By consistently benchmarking our compensation and benefits against the foremost organizations in our industry, we ensure our offerings are tuned towards retaining and attracting the best and brightest talent.

Valuable insights gathered from our associates have been instrumental in shaping our approach. In response to associate feedback, we have developed a customised TRS (Total Rewards Statement) that articulates our comprehensive Employer Value Proposition. This resource provides our associates with transparent, on-demand access to information on a wide array of topics, including individual compensation structures, best-in-class benefits, work-life balance initiatives and extensive learning and development programs. We encourage cross function movements and have great programs which provide multiple development opportunities through career related mobility for associates. We also consciously strive towards living the culture of recognition in Bosch and have programs directed towards increasing associate participation and focussed team collaboration and appreciation as a critical pillar for business success. Bosch has benchmarked industry practices and implemented salary increments that are higher than the market average, with the objective of retaining top talent and ensuring competitive, market-aligned pay across the organization.

Diversity, Equity, and Inclusion (DEI)

At Bosch, Diversity, Equity, and Inclusion (DEI) is embedded as a strategic driver of sustainable growth, innovation, and employee engagement rather than a standalone initiative. The approach is grounded in four core principles: Diversity, Equity, Inclusion, and Belonging. This is operationalized through four pillars: gender diversity, generational diversity, international diversity, and inclusion of people with diverse physical and mental abilities. Together, these create equitable access to opportunities, strengthen culture, and build a future-ready workforce.

A key enabler of DEI is Bosch's Career Progression Program for women, offering structured development across career stages from early-career clarity with the program "**In it to win it**" to executive readiness with "**Flying lessons**" including a dedicated program for women in shopfloor roles. These interventions combine diagnostics, mentoring, leadership development, and capability building to strengthen the leadership pipeline.

We have improved our gender diversity from 11 % to 14 %, supported by inclusive hiring, focused retention, and targeted career development.

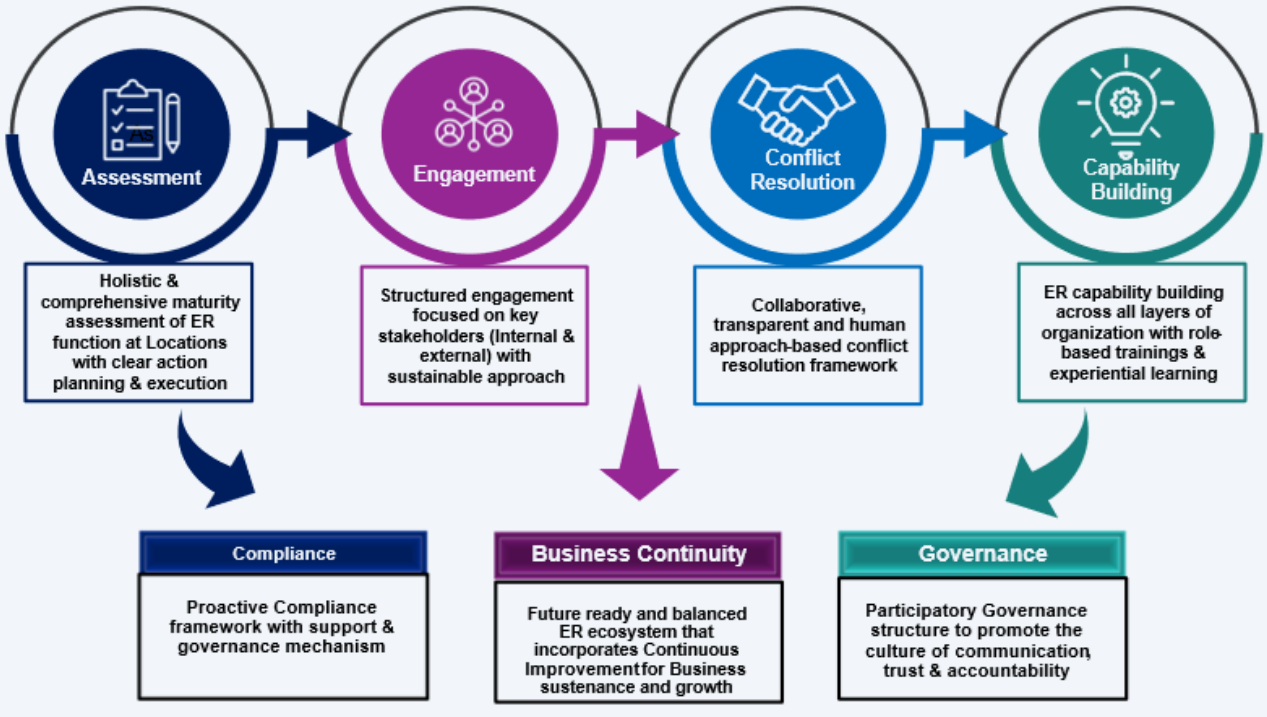
Gender diversity is not limited to white collar associates. We are proud to say that we have made significant progress in hiring women associates at the shopfloor. Our Chennai power tools plant operates with more than 80 % women associates at the shopfloor and Gangaikondan plant with 70 % women at the shopfloor, delivering world class products and performance metrics. Bosch supports associates with a two-shift day care facility to help early mothers continue their careers with confidence. We also conduct home visits for shopfloor associates to offer care and emotional support during both difficult and important life moments. In the event of the loss of an immediate family member, financial assistance of ₹15,000 is provided under the bereavement policy, the amount is credited within 48 hours in the associates bank account.

International Women's Day 2026 further advanced inclusion through leadership advocacy, expert perspectives, employee-led dialogue, and supportive policies. Bosch's efforts have been externally recognized through prestigious awards "**Economic Times HR Capital Award** in the category of *Most Inspiring Workplace for Women – Gold"*, validating its disciplined execution and commitment to an inclusive workplace.

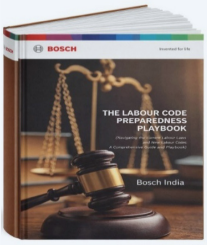
b) Industrial Relations / Employee Relations:

Employee Relations: Advancing Workplace Relations

The strategic intent of Employee Relations (ER) is to establish a resilient, compliant, and people-centric ecosystem that enables **organizational compliance, strengthens governance, and ensures business continuity**. This is achieved through four key strategic interventions – Assessment, Engagement, Conflict Resolution and Capability Building.



Preparedness for Labour Code Implementation



A comprehensive Labour Code Playbook was developed and released in August 2025, ahead of the regulatory rollout on November 21, 2025, to support a planned and consistent transition. Given the significance of the Labour Codes in reshaping India's regulatory framework, the playbook serves as a practical reference to guide implementation. It outlines applicability, provides interpretative clarity, and defines key requirements, enabling a consistent approach across Bosch locations. To support adoption, structured discussions and training sessions were conducted for key stakeholders, including HR, business leaders, and operational teams. These interventions were aimed at building awareness, strengthening understanding of regulatory provisions, and enabling their application in day-to-day operations. This approach has strengthened compliance readiness, improved governance practices, and supported more consistent decision-making. In parallel, Labour Code awareness sessions and workshops were conducted under Bosch ER Academy to educate the stakeholders for smooth implementation of the changes. These efforts have supported a structured transition towards Labour Code compliance, while positioning Employee Relations as an important contributor to a stable and compliant work environment.

Bosch ER Academy

Bosch progressed its capability-building journey under the Bosch ERA framework with the launch of a Web-Based Training (WBT) Module - **Essentials of Employee Relations** at the ER Conference held on March 26, 2026. The module provides a structured understanding of the evolution of work and employment relationships, covering key aspects such as industrial relations fundamentals, employment frameworks, and workforce representation, thereby enabling consistent learning at scale.

Building on existing ERA modules covering grievance management, disciplinary process, contract labour management, and conflict resolution, additional focused training sessions on "Dealing with Collectives (Unions)" and "Demystifying Labour Codes" were introduced. These interventions were designed to strengthen leadership capability in managing workforce dynamics and navigating regulatory changes, with emphasis on practical application through case-based discussions and role-based learning. These initiatives were rolled out across key stakeholder groups, covering 531 participants, and have contributed to improved readiness and a more consistent approach to employee relations across the organization.

In another ER conference held at Nashik Plant under the theme **"AccelERating Growth",** further reinforced the role of ER as a strategic enabler of business performance. The conference brought together ER and HR leaders to align on priorities focused on organizational agility, workforce stability, and productivity, while enabling cross-location learning through the AccelERate showcase of practical, growth-oriented initiatives.

ER Assessment & Governance

Bosch has also institutionalized the Employee Relations Quick Check (ERQC) as a structured assessment framework to evaluate the effectiveness and maturity of ER practices across locations. Conducted inter-plant by trained internal assessors, the framework covers 17 key ER processes, including long-term wage settlement, performance management, grievance handling, litigation management, and contract labour management. The ERQC adopts a process-driven approach, moving beyond ad hoc practices to enable systematic evaluation. Designed as a developmental tool rather than an audit mechanism, it focuses on identifying potential risks and improvement areas at an early stage. By emphasizing preventive action, it supports timely interventions and reduces the likelihood of escalations.

By assessing both process adherence and on-ground effectiveness, the framework extends beyond statutory compliance to evaluate overall ER hygiene and consistency. This has supported stronger risk management, improved process discipline, and greater alignment in IR & ER practices across locations.

HR Digitalization

Bosch has strengthened compliance and governance through the deployment of integrated digital platforms for managing contract employees and statutory compliance. The Contract Employees Management System (CEMS), implemented through the BeeForce tool, enables end-to-end management of contract employees with in-built controls aligned to internal policies and statutory provisions. It provides real-time visibility into workforce deployment, standardized onboarding and offboarding processes, and automated alerts on key parameters such as

contract validity, license limits, and work-hour thresholds, thereby supporting improved oversight and risk management.

Vendor Compliance Management System run on Simpliance Enabled Audit Logic (SEAL) tool and **Establishment Compliance Management System** run on Simpliance Regulatory Module (REMO) tool, provide a centralized platform for vendor compliance and establishment compliance respectively. These platforms enable timely submission, tracking, and closure of statutory requirements, supported by compliance scoring and audit trails. This has enhanced transparency, accountability, and audit readiness across locations while reducing manual dependencies. Collectively, these initiatives have strengthened the organization's ability to manage compliance in a structured and consistent manner, while improving visibility and control across ER processes.

Taken together, these efforts reflect a shift towards a more structured, capability-led, and forward-looking Employee Relations function - one that not only ensures compliance, but also contributes to organizational stability, workforce confidence, and sustained business continuity.

Bosch's continued focus on strengthening Employee Relations practices has been recognized at leading industry platforms. At the SICCI National Employee Relations Conference & Awards 2025 held in Chennai, Bosch was conferred the National Award for "Organization with Proactive ER Practices" in the Large-Scale Industry category. Building on this momentum, Bosch was also honored at the "11*th* Edition HR Tech Summit & Awards 2026" conducted by UBS Forum, under the category of "Most Innovative HR Tech Award". These recognitions serve as strong testimony to the progress made in strengthening the ER and IR landscape at Bosch.

Health and wellness

In 2025, Bosch India strengthened its "We Care" commitment by taking a more holistic approach to employee health and wellbeing, recognizing that a resilient workforce is essential to long-term business success. The organization enhanced access to quality healthcare by standardizing Health & Wellness Centers and Occupational Health Centers across locations. This initiative is enabled through a strategic partnership with an external vendor that has a strong presence across the country. Bosch also advanced its digital healthcare journey through the successful rollout of Electronic Health Records (EHR), enabling seamless and secure access to health information and continuity of care.

To ensure comprehensive support, Bosch continued to provide robust medical protection through health insurance and the Bosch Hospitalization Scheme (BHS), while also expanding emotional wellbeing support through platforms such as Wysa, face-to-face counseling, and Emotional Resilience Workshops for managers. These initiatives helped foster psychologically safe workplaces and improve both individual wellbeing and productivity.

Bosch also focused strongly on health awareness and preventive care through high-engagement initiatives such as Run Bosch Run 2025, the No Sugar Challenge 2.0, Executive Health Checks, and the Health Index Program. Together, these efforts have had a measurable impact, including an 18.8 % improvement in the Health Index, reflecting a meaningful reduction in health risks and reinforcing Bosch's commitment to a healthier, future-ready workforce.

HR as a Strategic Business Partner

HR at Bosch is closely aligned with evolving business priorities and plays an important role in enabling transformation. While we continue to deliver error-free and digitally enabled services to our associates, our focus is increasingly on becoming a strategic partner that actively contributes to business performance, workforce transformation, and capability development.

Bosch Limited is widely recognized as a **Great Place to Work**, and our internal employee engagement survey, **Bosch Pulse Check**, further reflects Bosch's strong position as an employer of choice. With **low single-digit attrition**, significantly below the industry average, Bosch continues to demonstrate strong employee commitment and organizational stability, which directly supports sustainable business growth.

In addition, Bosch has been recognized among the **Top 20 Manufacturing Organizations in India**, further strengthening its position as a leading employer in the sector. Our people and talent practices have also received external recognition through prestigious platforms such as **AIMA's 51st National Competition for Young Managers – Winners 2025**, the **Best Young Manager Award 2025**, the **People Matters Infini-T Awards 2025**, and the **5th Edition of The Economic Times Human Capital Awards 2026**, where Bosch received the **Bronze Award for Talent Acquisition**. These recognitions reflect Bosch's continued commitment to building a high-performing, future-ready, and widely respected workforce.

INTERNAL AUDIT AND INTERNAL FINANCIAL CONTROLS

The Company has an Internal Audit function. The Internal Audit department provides an appropriate level of assurance on the design and effectiveness of internal controls, its compliance with operating systems and policies of the Company at all locations. Based on the internal audit report, process owners undertake corrective actions in their respective areas and thereby strengthen the controls. Significant audit observations and corrective measures thereon are presented to the Audit Committee.

The Company has an effective and reliable internal financial control system commensurate with the nature of its business, size, and complexity of its operations. The internal financial control system provides for well- documented policies and procedures that are aligned with Bosch global standards and processes, adhere to local statutory requirements for orderly and efficient conduct of business, safeguarding of assets, detection and prevention of frauds and errors, adequacy and completeness of accounting records and timely preparation of reliable financial information. This also identifies opportunities for improvement and ensures that good practices are imbibed in the processes that develop and strengthen the internal financial control system and enhances the reliability of the Company's financial statements.

The Audit Committee reviews the internal audit plan, adequacy and effectiveness of the internal control system, significant audit observations and monitors the sustainability of remedial measures. It also reviews functioning of the Whistle Blower mechanism and reviews the action taken on the cases reported.

The efficacy of the internal checks and control systems is validated by self-audits and verified by internal as well as statutory auditors.

OPPORTUNITIES AND THREATS

The fiscal year 2025–26 unfolded against a backdrop of geopolitical tensions, an uncertain global trade environment, volatility in financial markets, and fluctuations in international commodity prices. Despite these external pressures, the Indian economy remained resilient, supported by strong domestic demand, sustained investment activity, and a benign inflation environment. The Reserve Bank of India continued to note that, even as global headwinds persisted, domestic macroeconomic conditions remained broadly supportive of growth.

India's growth momentum strengthened during the year. Under MoSPI's new national accounts series with 2022–23 as the base year, real GDP growth for 2025–26 is estimated at 7.6 %, compared with 7.1 % in 2024–25, while real GVA is estimated to grow by 7.7 %. Growth remained broad-based, with manufacturing recording double-digit growth, trade, hotels, transport, communication and related services expanding at 10.1 %, financial, real estate, IT and professional services and public administration, defence and other services combined growing at 9.9 %, and construction at 7.1 %. Agriculture, livestock, forestry and fishing is estimated to grow by 2.4 %, indicating a positive though more moderate contribution relative to industry and services.

Inflation remained firmly under control for much of the year, allowing monetary policy to turn more supportive. Headline CPI inflation fell to 0.25 % in October 2025, the lowest reading in the current CPI series, and stood at 3.21 % in February 2026. Over the course of 2025–26, the RBI reduced the policy repo rate by a cumulative 125 basis points, from 6.50 % at the start of the fiscal year to 5.25 % by December 2025 and retained it at that level in February 2026. In its February 2026 policy resolution, the RBI projected 2025–26 CPI inflation at 2.1 %, underscoring the extent of disinflation achieved during the year.

India's private sector ended 2025–26 in expansionary territory, although momentum moderated toward year-end. According to the HSBC Flash India PMI, the Composite Output Index eased from 58.9 in February 2026 to 56.5 in March 2026, while the Manufacturing PMI softened from 56.9 to 53.8. Even so, both indicators remained comfortably above the neutral 50 mark, signalling continued expansion in business activity. The survey also indicated that export orders rose at the fastest pace in the series history, helping offset softer domestic demand.

India's automobile sector achieved record-breaking annual sales across all key segments in 2025–26, driven by improved affordability and stronger consumer confidence following GST 2.0 reforms, successive repo rate reductions, and revised income tax structures. Data from the Society of Indian Automobile Manufacturers (SIAM) indicates that passenger vehicle sales increased by 7.9 % to 4.64 million units. Commercial vehicle volumes rose by 12.6 % to 1.08 million units, while three-wheeler sales grew 12.8 % to 0.84 million units. Two-wheeler sales also saw robust growth, expanding 10.7 % to reach 21.71 million units. Additionally, total vehicle exports climbed 24 % to 6.65 million units, reinforcing India's position as a key global hub for automotive manufacturing and exports.

Overall, 2025–26 reaffirmed the resilience of the Indian economy: growth remained strong, inflation eased materially, monetary policy turned more supportive, and core industrial sectors such as automobiles continued to post healthy gains, even as external uncertainties required continued vigilance.

Amid this evolving landscape, we remain focused on driving innovation, operational agility, and excellence. We continue to invest in advanced technologies, automation, and sustainable manufacturing while expanding into electric mobility and alternative fuels in line with India's green transition. Backed by strong R&D, strategic partnerships, and a customer-centric approach, we are well-positioned to anticipate change and deliver future-ready solutions, as we strive to lead transformation and contribute to India's emergence as a global automotive powerhouse.

RISKS AND CONCERNS

Risk overview

Following are the top risks and corresponding mitigation measures reviewed by the Risk Management Committee.

1. IT infrastructure, cyber security and data protection

Risk:

The interconnected nature of business processes in the digital environment is increasing the risk of cyber threats potentially disrupting business operations and leakage of sensitive information causing financial losses or reputational damage.

Mitigating measures:

The organization ensures safe handling of the Company's sensitive data, including information related to associates as well as that of our business partners by implementing appropriate process controls as well as adequate protection in business processes. These efforts are complimented by detailed internal guidelines, rules of conduct, extensive periodical training, continuous monitoring as well as various internal and external assessments.

Data Protection Management System (DPMS), Information Security Management System (ISMS) and Cyber Security Management System (CSMS) stakeholder groups work together to monitor and mitigate associated risks.

2. Market dynamics

Risk:

The market share of company is influenced by changing consumer behavior, high dependencies on customers, competitive business environment and change in product portfolios. New entrants are positioning themselves in non-mobility business through low-cost solutions.

Mitigating Measures:

The Company is applying design to cost principles and implementing operational efficiency improvement initiatives to increase cost competitiveness. The Company is also leveraging digital ecosystem to expand market presence for new innovative products.

3. Supply chain

Risk:

Our business efficiency depends on timely availability of raw material and efficient distribution systems. Supply chain bottlenecks caused by geo-political developments namely tariff, shipment restrictions on rare earth material and other critical parts as well as shortage of electronic components.

Mitigating measures:

The Company is actively exploring other sourcing options as well as working on projects to reduce import dependency through localization. Whenever there is a need, both global and regional task forces have taken appropriate risk mitigating measures to meet the customer demands. The actions include close collaboration with logistics service providers.

4. Financial

Risk:

Unfavorable macro-economic environment, such as tariff threat, geopolitical tensions, currency devaluation and negative impact on investor sentiment could lead to a global slowdown, market recession as well may affect economic stability.

Mitigating Measures:

The forex monitoring is performed on daily basis and hedging is carried out as per defined internal guidelines. The Company aims to reduce foreign exchange risks by hedging its net exposures and constantly monitoring the risks.

Further, the investment portfolio predominantly consists of fixed deposits in highly rated major banks and mutual funds with necessary continuous monitoring as well as controls to avoid any major risks.

5. Order fulfillment

Risk:

The possible risks of production stoppage due to capacity constraints, regulatory non-compliance in value chain and quick change in customer demand could lead to nonfulfillment of customer orders.

Mitigating measures:

Building strong supplier relationships through collaborative partnerships and long-term contracts as well as close coordination with customers, thereby closely monitoring the supply v/s demand situation to maximize the order fulfillment. Further, various assessments and checks are performed in the organization by different functions ensuring strict compliance in the entire value chain.

OUTLOOK

The Indian automotive industry exited 2025-26 on a strong footing compared to 2024–25, with overall vehicle production (excluding two-wheelers) rising 14 % YoY. Growth was supported by favorable policy and macroeconomic factors, including GST rationalization, multiple repo rate cuts by the RBI, and income tax relief measures, which improved affordability and strengthened consumer sentiment. While the year began on a modest note, the industry gained momentum & closed FY26 on a high note.

Passenger vehicle production grew 10 % YoY in FY26, surpassing FY25 peak. Demand picked up sharply post-September 2025, supported by GST benefits, continued strength in SUV demand and improved consumer sentiment. Inventory levels also normalized to ~28 days (from ~52 days in March '25), reflecting one of the healthiest channel positions in recent years.

CV segment recorded 13 % YOY. HCV segment registered strong growth of 16 % YoY, returning to its FY19 peak. LCV segment grew 11 % YoY, surpassing its FY24 peak. Growth was driven by sustained infrastructure spending, and festive-led demand supporting freight and last-mile connectivity. Additionally, GST-led benefits and repo rate cuts improved affordability, unlocking deferred and replacement demand.

The two-wheeler segment grew 11 % YoY, surpassing its 2019 peak, driven by a favorable monsoon, higher agricultural output, and improved rural cash flows. GST benefits and income tax relief supported disposable incomes, while strong festive and wedding-led demand, particularly in H2 FY26, further accelerated growth.

The three-wheeler segment grew strongly by 25 % YoY in FY26, surpassing its FY19 peak, driven by growth in passenger mobility and rising last-mile connectivity demand. Growth was further supported by rapid adoption of electric three-wheelers, aided by lower operating costs, and GST benefits.

The tractor segment was a standout performer, registering 22 % YoY growth and surpassing its 2023 peak. Above-normal monsoon conditions supported strong Kharif output and improved Rabi prospects, boosting farm sentiment and tractor demand. Healthy reservoir levels further aided farm productivity, while higher MSPs, improved rural liquidity, GST-led support, and strong replacement demand sustained volume growth.

MANUFACTURING AND OTHER FACILITIES

Bidadi (Karnataka)-BidP

1. Introduction:

The Bidadi Manufacturing Plant (BidP) of Bosch Limited, located in Ramanagara district near Bengaluru, is a cornerstone of the Company's Power Solutions business, serving both domestic and global markets. Spread across 98 acres, the plant combines a rich legacy—ranging from the 99-year-old A-Pump and 125-year-old Glow Plug used in diesel 4 wheelers to advanced technologies such as Lambda sensor used in 2 wheelers and NOx sensors. It features a diversified product portfolio catering to two major business units: Diesel Components and Sensor Business.

BidP has evolved into a future-ready, smart manufacturing hub, driving excellence in sustainability, safety, digitalization, and operational efficiency. The plant plays a pivotal role in enabling business growth through successful new product launches and high-volume production ramp-ups.

2. Operational Excellence: A Landmark Year of Growth

In 2025, BidP demonstrated exceptional operational resilience, delivering strong results across all key performance indicators and solidifying its position within the Bosch network:

- **Division Leadership:** BidP remained the highest turnover contributor within the Power Solutions India (PSIN) division
- **Key Project Milestones:** A major highlight of the year was the successful launch of the NOx **sensor line in May 2025,** alongside a threefold ramp-up of LSFmH volumes, significantly strengthening our manufacturing performance and topline growth
- **Market Resilience:** Sustained demand across multiple segments drove high capacity utilization and consistent year-on-year growth

Foundations of Performance: The plant's success was driven by disciplined processes and a high-performance culture:

- **Cost excellence:** Focused initiatives on value addition and material cost optimization enabled us to achieve business targets, while inventory optimization improved free cash flow
- **Cost Competitiveness & Supply chain resilience:** Localization initiatives enhanced cost competitiveness and reinforced our supply chain against global volatility
- **Digital Transformation:** Accelerated Industry 4.0 adoption, including AI-enabled systems and connected logistics, improved productivity and transparency across the shop floor
- **Sustainability:** A strong emphasis on resource efficiency–including the development of a **leak-free campus** through digital monitoring–supported our commitment to carbon-neutral manufacturing
- **Labor Relations:** Stable industrial relations, supported by performance-linked long-term settlements, ensured workforce engagement and operational continuity

To build upon the momentum of 2025, the plant reached a defining strategic milestone in December 2025 with the launch **of "BidP Vision 2028: Ignite Growth Through Reliable Performance."** This launch marks the beginning of a new journey, aimed at transforming BidP into a powerhouse of innovation and operational resilience. The vision provides a clear roadmap to secure our future by diversifying our portfolio and leveraging digitalization to remain a global benchmark for reliability.

3. People, Culture & Inclusion: Building Pride and Performance

Our people remain central to our success. In 2025, BidP continued to foster an engaging and inclusive work environment:

- **My BidP My Pride (MBMP):** This flagship initiative fostered a strong sense of ownership and collaboration, reinforcing the belief that every individual contribution matters through its slogan "Driving Excellence, Fueled by Passion"

- **Inclusive & Diverse Workplace Strategy** BidP actively promotes diversity and inclusion through a structured approach that ensures equal opportunity, mutual respect, and zero tolerance for discrimination–reflected in recognitions such as Best Safe Women Worker awards

- **Psychological Safety & Employee Engagement** Multiple initiatives under MBMP create an environment of trust and openness, enabling employees to share ideas, innovate, and contribute confidently to organizational success

- **Future-Ready Workforce Transformation** Continuous evolution of labor models and people practices is enabling the development of a skilled, agile, and future-ready workforce aligned with evolving business needs

- **Strong Culture Driving Sustainable Performance** Backed by committed teams and a clear vision, BidP's culture promotes teamwork, continuous improvement, and high engagement—ensuring safe operations, reliable quality, and sustained long-term growth.

4. Awards & Recognitions: Celebrating Excellence and Impact

The year 2025 marked a significant milestone in BidP's journey, with widespread recognition across national platforms, industry bodies, customers, and within the Bosch network—reinforcing its position as a benchmark manufacturing plant.

- At the national level, BidP demonstrated its strength in continuous improvement and innovation through outstanding performances at the Confederation of Indian Industry (CII) Kaizen competitions.
  - At the 48th National CII Kaizen Awards, the plant secured four prestigious recognitions, including **the Jury Champion Award, Star Champion Award, and multiple Star Challenger Awards**, for impactful shopfloor innovations ranging from poka-yoke implementations to breakthrough improvements in quality and maintenance efficiency. Further elevating this achievement, BidP earned a **Platinum Award at the 51st CII National Kaizen Competition for OEE improvement in A-Pump Assembly**, showcasing excellence in productivity enhancement.

- The plant's commitment to safety and people excellence was recognized through the **Best Workmen Award of Karnataka** conferred by the Department of Factories, Boilers, Industrial Safety and Health, under the Mega Industries category—reflecting BidP's strong focus on workforce well-being and safe operations.

- Customer trust and partnership were further strengthened through multiple prestigious recognitions, including Best Supplier Award from TAFE, Best Delivery Award from Escorts Kubota, and acknowledgements from KOEL for digitalization and future-ready initiatives—highlighting BidP's consistent performance in quality, delivery, and innovation.

- BidP's culture of grassroots innovation was also celebrated at the Quality Circle Forum of India (QCFI), where multiple Gold Awards were secured across Associate Quality Circles and Engineering Innovation categories, demonstrating the strength of employee-driven improvements and technology-led problem solving.

- In the domain of digital transformation, BidP received national-level recognition at CII platforms for **Machine Learning and AI-driven quality solutions**, as well as at the SCALE National Awards for excellence in digital supply chain and logistics innovation—further reinforcing its leadership in Industry 4.0 adoption.

- Within the Bosch ecosystem, BidP's excellence was recognized through two of the most prestigious internal accolades—**the Mobility BPS Award for Waste-Free Stable Flow**, highlighting world-class lean

manufacturing practices, and the **VCS.NXT ECO Champion Award,** recognizing impactful sustainability initiatives such as the development of a leak-free campus through digitalized resource monitoring.

With the successful execution of our 2025 targets and the official launch of **Vision 2028,** BidP is perfectly positioned to navigate the complexities of the evolving market. We remain a reliable, agile, and preferred manufacturing partner, ready to ignite the next phase of our growth.

Nashik (Maharashtra)-NaP

Introduction – A Legacy with Purpose

The Bosch Nashik Plant (NaP), located in Maharashtra and spread across over 100 acres, was established in 1972 and is Bosch's second manufacturing site in India. The plant manufactures Common Rail Injectors (CRI) for Passenger Cars and Commercial Vehicles, along with diesel injector nozzles serving a broad range of market applications and addressing global customer requirements.

Operating in an environment characterized by rapid market transitions, evolving diesel demand, and regulatory changes, NaP continued to respond with resilience, innovation, and disciplined execution. The plant's actions remain aligned with Bosch's vision to be the **first choice for mobility products globally**, guided by the strategic pillars of **Customer Success, People First, Value Chain Excellence, and Accelerated Growth**.

1. Customer Success

During 2025–26, NaP delivered reliable and consistent execution amid market volatility. The year reflected sustained improvement in manufacturing performance across the Valve Set, Body, and CRIN assembly lines, reflecting effective cross-functional coordination and operational discipline across component and assembly operations.

Targeted localization initiatives, including raw material localization, enhanced supply resilience in line with *Atma Nirbhar Bharat* strategy. In parallel, the institutionalization of AI-driven Human Error Prevention strengthened quality, safety, and delivery reliability, supporting long-term customer partnerships and confidence.

2. People First

NaP's performance continued to be underpinned by a People First philosophy, acknowledging that sustainable results are built on strong shop-floor ownership and leadership capability. Structured practices such as Toyota Kata and Daily Leadership Routines reinforced accountability, problem-solving capability, and engagement across levels.

Focused capability development through Centers of Competence (CoCs) strengthened readiness for emerging technologies and evolving business requirements. NaP's inclusive and employee-centric culture was externally recognized through the **Diversity Maximiser Award, the Gold Award at the CII National Competition, and the CII Award for Excellence in Health and Wellness**, reflecting its continued emphasis on a respectful, safe, and healthy workplace.

3. Value Chain Excellence

The Bosch Production System (BPS) remained the foundation of operations at NaP, enabling transparency, stability, and continuous improvement across the end-to-end value chain. The plant's focus on structured, fact-based problem-solving was recognized through the **Dorian Shainin RT5 Leadership Award.**

EHS and sustainability remained integral to operations at the Bosch Nashik Plant, supported by strong governance and consistent execution. During the year, NaP received several national and global recognitions, including the **CII Platinum and Gold Awards, GEEF Global EHS Company of the Year Award 2025, South Asia OSH India – HSE Team of the Year, and the National Water Awards 2025**. CSR initiatives in the Trimbak region focused on water conservation, rejuvenation of water structures, afforestation, and community kitchen gardens, strengthening water security and community resilience.

4. Accelerated Growth

Stable operational performance was maintained through disciplined execution, supported by consistent process stability. Ongoing deployment of the TPM framework, together with focused capacity development, CRIN localization readiness, and digital initiatives, supported strengthening of core operations and future capability development. Productivity efforts continued through selective automation, advanced machining solutions, and optical inspection systems, contributing to process consistency and quality assurance. These measures supported higher-skill operational roles and reduced reliance on manual activities, enabled through structured capability-building.

The plant also expanded its scope through manufacturing-as-a-service, strengthening flexibility and value contribution. Supported by empowered teams, resilient value chains, and customer-focused execution, NaP continued its progression toward becoming the **Best Execution Plant within the Bosch manufacturing network**.

Jaipur (Rajasthan)

About Bosch Jaipur Plant

Established in 1999, Jaipur Plant is a key manufacturing lead Plant in the International Production Network for VE pumps and conventional Injectors (Nozzle Holder Assembly) having applications mainly in Light and Heavy commercial vehicles and tractors. Building on the milestone of completing 25 years in 2024, 2025 had emerged as a defining year for Bosch Jaipur Plant (JaP), demonstrating resilience, growth and transformation. Guided by our vision **UDAAN.NXT**, JaP strengthened its position as a preferred manufacturing and business

destination, delivering strong results across Safety, Quality, Cost, Delivery, Digitalization and People development.

The business delivered a strong performance through decisive customer acquisition, disciplined execution, and 100 % delivery fulfillment, supported by a continued focus on operational excellence. Expansion with customers such as **Daedong, TYM, and Kartar**, alongside strengthened local OEM and aftermarket engagement, enabled the organization to **e**xceed its TNS business plan target by ~28 %. Customer recognitions from **CNHi and Greaves** reflect sustained progress toward the Zero Defects ambition, in line with the JaP House of Quality.

Digitalization remained a strong enabler of performance in 2025, with the plant achieving a **digital maturity level of 83%.** Deployment of MES, AI-based vision systems, collaborative robots (COBO), advanced data analytics significantly improved productivity, quality assurance, and operational robustness. The initiatives also received national recognition at platforms such as CII DigiTech and other innovation forums, reflecting the plant's digital leadership. Our Gen AI–based recommendation solution which enabled accurate VE pump rework through intelligent guidance, removing reliance on highly skilled operators was recognized at **BBM AI Day**. This solution empowers semi-skilled operators, improves the process flow, accuracy, and batch dispatch lead time.

JaP progressed to Level-2 BPS maturity, reflecting stable processes, standardized practices and deployment of BPS GO+ across value streams.

Safety & Sustainability remains central to JaP operations, marked by **Zero Waste to Landfill**, 4 months of **zero freshwater withdrawal**, **zero accidents for over 1300 days**, and a steady increase in renewable adoption, with **green energy now contributing 28 % of total energy consumption**, supported by AI-based solar analytics. These efforts were recognized by **CII Northern Region**, conferring JaP the **Water Conservation and Waste Management Champion Award.**

Bosch JaP strengthened its societal impact through focused CSR initiatives across environment, water, education, road safety. Key efforts included sustained afforestation drives with CRPF and local Gram Panchayats, support to the Moondali Lake Rejuvenation Project capturing ~**1.5 Croresc liters of rainwater**, and large-scale road safety education engaging teachers, youth, and communities, reaching **10,500+ beneficiaries**. These initiatives, impacted over 400,000 stakeholders. For our outstanding contribution to girl child education, with impactful initiatives benefiting 108 government schools, we were conferred by prestigious **Bhamashah Award from the Government of Rajasthan.**

In 2025, JaP successfully conceptualized, hosted, and executed the **Value Chain Conference** at Jaipur, reflecting strong ownership and execution excellence, and was recognized for best implementation practices & Customer crown award. The plant was further honored with four Quality awards at QCM 2025, reinforcing its sustained focus on excellence and continuous improvement

Nurturing People is a key strategic pillar under our vision **UDAAN.NXT** at Bosch Jaipur. We continue to strengthen competencies through focused capability building, enable career growth across the organization, and actively promote diversity and inclusion. Employee engagement and well-being are reinforced through a structured engagement calendar encompassing sports

initiatives, regular medical programs such as health check-ups and walkathons. **Open-door interactions with Plant Management** foster transparency and trust, while a leveled sports framework, including **BCA and M&SS**, promotes inclusive participation, teamwork, and a positive work environment.

To make JaP a preferred destination–**"Destination JaP"**–the plant continues to strengthen its strategic position within the **IPN network.** The strategic momentum is further reinforced by the **successful acquisition of new customers such as Daedong, TYM, and Kartar in 2025**, highlighting JaP's enhanced competitiveness and customer trust. The Jaipur Plant is working on consolidating the VE (Verteiler Einspritz) Pump business in the International Production Network (IPN) , collaborating with the team from the Higashimatsuyama plant in Japan. The entire Zexel design VE Pump manufacturing from Japan will be shifted to Jaipur by End 2026, and preparations for future challenges include exploring 3D printing technology for handling complex, varied, and small lot sizes. Competency building for metallic 3D printing is underway, positioning the Jaipur Plant as the hub for 3D printing in the region.

Naganathapura (Karnataka)-NhP

The Naganathapura Plant produces Spark Plugs, a product produced by the Bosch group for over a century and various kinds of Automotive Filters. Productivity improvement projects were implemented in addition to safety and quality improvement programs. The plant made significant progress on its transformation journey towards best performance. Digital Transformation continues to be a strategic focus area, and the Plant is moving towards improving its digital footprint for Industry 4.0 with various projects like connecting the production lines and machines to a central platform to calculate OEE and production daily on real time basis. The plant invested in new laser welding process for precious metal spark plugs and received the machine for the same in 2025. In beginning of 2026 the plant achieved start of series production of locally made Platinum electrode spark plugs which have longer product lifespan.

The Plant improved its operational excellence through structured implementation of Bosch Production System (BPS) in 2025 resulting in a significant jump in the maturity assessment of the same and for the first time, this was higher than that of the Lead plant of Spark Plugs in Germany.

Spark Plugs business received orders for the export market, thereby Naganathapura Plant is transforming itself from being a "Local for Local" to "Local for Global" Plant.

The new addition of locally made Platinum electrode spark plugs supports this transformation with increased export orders that could be received in 2026 and onwards.

The Plant has sustained Gender Diversity with > 25 % of the flexible workforce being women deployed in shopfloor in 2025 in all shifts, including night shift.

The Plant became a zero liquid discharge plant a few years ago with installation of an evaporator along with a boiler and thereby exceeds the requirements specified by the Karnataka State Pollution Control Board and has become a benchmark for the same. It has been a Carbon Neutral plant since July 2020.

Gangaikondan (Tamil Nadu)-GanP

The GanP plant is strategically located in the southern part of India, approximately 40 km from Tuticorin Airport. The plant plays a pivotal role in serving the Power Solutions business segment, catering to both domestic and global markets.

With an impressive portfolio of 12 products, GanP supports a wide range of technologies including ICE, EV, and Hydrogen (H_2), supplying to leading OEM customers across the world.

During the year 2025–2026, the plant demonstrated significant growth across all key performance indicators–Safety, Quality, Cost, and Delivery–highlighting its strong foundation in operational excellence. This progress has been further reinforced through high levels of people engagement and impactful CSR initiatives.

GanP stands out for its exceptional flexibility and diversity. As one of the youngest plants in India, it is a women-driven organization, with 70 % of the shopfloor workforce comprising women, 25 % men, and 5 % differently-abled employees–making it a true benchmark for inclusive and future-ready manufacturing.

Sustainably & Safety:

The plant has achieved significant milestones in health, safety, and sustainability through structured initiatives and strong compliance practices. A 100 % fire sprinkler system has been implemented, alongside 96 % BBS compliance and completion of FMEA for MAE safety. The facility has been recognized with an EHS Excellence Award and maintained zero non-conformities in IMS external audits. Sustainability efforts include implementation of a 1500 KL rainwater harvesting system, contributing to 22 % water utilization and savings. The plant has also achieved 100 % green energy through wind and solar power and successfully completed plantation of 5,000 trees. These initiatives are supported by a strong safety and environmental culture, reflected in reduced incidents and achievement of near miss reporting targets.

Furthermore, continuous employee engagement programs, safety trainings, and awareness campaigns have strengthened workforce participation in EHS practices. Proactive risk identification and corrective actions have enhanced operational reliability and minimized potential hazards. The organization remains committed to continuous improvement, aligning its EHS and sustainability goals with global best practices and regulatory requirements.

Operational Excellence:

GanP is widely recognized for its strong operational excellence culture. In recognition of this, the plant was honored with the prestigious Golden Award from NAMC, reinforcing its benchmark performance and continuous improvement mindset.

This year, GanP was also awarded as the Best VCS Implemented Plant, demonstrating excellence not only internally but also through multiple external recognitions. Overall, Bosch received 38 internal and external awards from reputed bodies such as Confederation of Indian Industry and key customers–further strengthening GanP's position as a high-performing plant within the network.

In 2025–26, GanP achieved its highest-ever turnover, marking a significant business milestone. Continuing its focus on quality excellence, the plant inaugurated one of the best Quality Learning Centre for Maruti Suzuki India Limited, becoming the first MSIL supplier to establish such a facility—setting a new benchmark in supplier quality capability building.

The Bosch Production System has been a key driver in strengthening standards and operational excellence across the entire value chain—Source, Make, and Deliver. GanP continues to be a frontrunner in adopting Industry 4.0 initiatives, seamlessly integrating BPS and digitalization to achieve next-level operational performance.

A strong culture of associate involvement is a major enabler at GanP. Every year, nearly 4,500 ideas are generated by blue-collar associates, reflecting high engagement and ownership. Notably, one GanP associate secured the 2nd Runner-Up Award at the ROIN level for the highest quality idea—showcasing the plant's innovation-driven mindset.

GanP has also demonstrated logistics excellence by leveraging railway transportation and exploring the potential of the nearby Tuticorin seaport. These initiatives have not only optimized its own logistics cost but also supported other plants in reducing lead time and overall logistics cost.

QLC Inaguration at GanP with MSIL team

Employee engagement and development:

GanP places strong emphasis on fostering a highly engaged and motivated workforce through a holistic engagement framework built on four key pillars—Festival Events, Sports & Other Activities, Wellbeing Initiatives, and Interaction Forums. These initiatives are designed and actively driven by dedicated cross-functional committees such as Sports, CSR, Safety, Canteen, Fine Arts and Felicitation to create a vibrant, and collaborative workplace culture, ensuring participation, ownership, and inclusivity across all levels of the organization.

The plant has established a robust Rewards & Recognition framework that acknowledges the exemplary contributions of both Blue Collar (BC) and White Collar (WC) employees. This structured approach ensures that performance, innovation, and commitment are consistently celebrated, reinforcing a culture of appreciation and excellence.

Through year-round engagement activities, GanP continues to strengthen employee connect, enhance morale, and build a strong sense of belonging—resulting in a highly motivated and committed workforce that contributes actively to the plant's success.

GanP is deeply committed to the continuous development of its employees, with a strong focus on building future-ready talent. The plant actively promotes internal job rotations IJR & STEP, enabling employees to gain cross-functional exposure and develop competencies across various domains.

WINGS – Women Inspiring Growth & Success, a dedicated development platform aimed at empowering women employees. The program focuses on increasing diversity in managerial roles, including SLx levels, while also nurturing shopfloor women associates to progress into higher responsibilities. Through structured learning, mentoring, and career progression opportunities, WINGS plays a pivotal role in shaping the next generation of women leaders at GanP

WINGS Inaguration at GanP

Internal and external Award :

Internal Awards

GanP Associate Highest Q - improvements contributor

VCS best implemented plant – Runner up

MO MC Best Product Value Stream

Chennai (Tamil Nadu)-ChiP

Power Tools Manufacturing Plant, Chennai (Tamil Nadu)

The Chennai Power Tools plant, spanning approximately **7,000 sq. mts at the SIPCOT Industrial Growth Center in Oragadam, Tamil Nadu**, stands as a global manufacturing powerhouse. Driven by core strengths such as its **India Engineering Center**, a unique **100 % women workforce in shopfloor**, a robust **local supplier base**, and its **strategic location**, the facility reached a historic milestone of **15 million power tools in 2024**. As the plant celebrates over **10 years of operational excellence in Chennai** since its inauguration in 2015, it continues to be guided by the purpose of PT India–**"Bosch power tools in every artisan's hand."** The Engineering Center has been pivotal in developing products for the **"Local for Local" (L4L)** market, strongly supported by aggressive localization efforts exceeding 70 %. To further boost operational efficiency, the plant is intensely focused on **component localization, productivity, and digitalization** across all key business processes, while maintaining its status as a carbon-neutral leader.

As the plant's profile rises within the global network, its focus has intensified on a **"Local for Global" (L4G)** strategy, leveraging its **high competitiveness** and the capability of its people to deliver world-class products This is highlighted by the **first-ever export of Angle Grinders to the EU market** in 2025, proving the plant's ability to meet the world's most **stringent quality standards**. Moving forward, the facility is positioned as the **preferred manufacturing location** for corded segments in alignment with India's BIS regulations and with future exports expansion plan.

This strategic importance is further cemented by the plant securing **BIS certifications for Drills, Grinders, and Rotary Hammers** –marking an **industry first in India for both the Grinders and Rotary Hammers** segments. To meet this surging demand, the facility is rapidly moving towards another historic milestone of **20 million power tools by H2.2026**, solidifying its status as a future-proof hub for the local & international market.

First Angle Grinder export to Europe

10 years celebrations in Chennai

BIS Certifications

BIS, CHENNAI GRANTS FIRST ISI LICENCE IN THE COUNTRY FOR ELECTRIC GRINDER, ELECTRIC HAMMER AND GUIDE RAILS FOR LIFTS.

Smart Campus Transformation:

Engineering Sustainability, Reliability, and the Future

Over the past year, we embarked on a comprehensive transformation of our Smart Campus with a clear and deliberate objective: to enhance energy efficiency, strengthen system reliability, and align our infrastructure with long-term sustainability goals. Rather than pursuing isolated upgrades, we adopted a holistic modernization approach—reimagining core utilities such as cooling, power, and water to reduce operational costs, minimize environmental impact, and future-proof our campus against evolving regulatory and business demands.

This transformation reflects our belief that infrastructure excellence is a strategic enabler—supporting innovation, employee well-being, and responsible growth.

Advancing Energy-Efficient and Low-Carbon Cooling

A key milestone in our journey was the replacement of two 100 TR chillers in our R&D building with next-generation systems using R1234ze refrigerant. This transition significantly improves the coefficient of performance while adopting a refrigerant with a low Global Warming Potential (GWP). The outcome is twofold: substantial reduction in electrical energy consumption and proactive alignment with future environmental regulations—ensuring long-term resilience of the facility.

To fully realize these gains, we complemented water-side efficiency with air-side optimization. Fourteen Air Handling Units across Engine Test Laboratories were upgraded with EC and EC+ fan technologies, enabling up to 50 % energy savings compared to conventional systems. These upgrades deliver more than efficiency—they improve acoustic comfort, enhance controllability, and ensure that energy benefits are translated directly into occupied spaces.

Strengthening Water Sustainability and Campus Resilience

Water stewardship remains a cornerstone of our sustainability strategy. During the year, we implemented a centralized drinking water treatment plant at the North Campus. This initiative ensures consistent water quality, centralized monitoring, and optimized consumption across facilities.

Investing in Employee Well-Being: Adugodi South Campus Central Kitchen

To support our growing campus population, we operationalized the Adugodi South Campus Central Kitchen, a world-class facility spanning 5,290 square meters across three floors. The ground floor hosts the kitchen, the first floor accommodates the dining area, and the second floor integrates technical services.

The fully air-conditioned kitchen is equipped with electric cooking appliances and biogas systems, significantly reducing environmental impact. Key features include:

- State-of-the-art ventilation with exhaust hoods and integrated fire suppression systems
- Dedicated cold storage, change rooms, and structured food storage areas
- Real-time monitoring through Building Management Systems (BMS) and CCTV surveillance

This facility now serves over 10,000 associates daily, ensuring high standards of food quality, safety, and operational efficiency—while reinforcing our commitment to sustainability and employee welfare.

Smart Office Renovation for Modern Workstyles

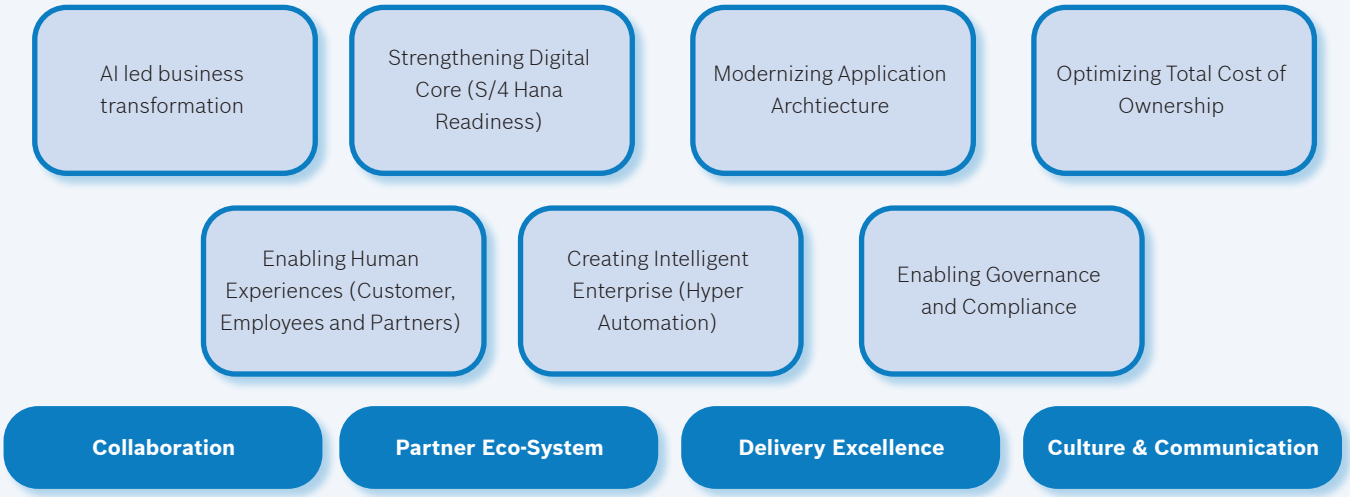
As part of our Smart Campus vision, we completed office refurbishments at two buildings, covering approximately 1,800 square meters. These spaces are now equipped with state-of-the-art interiors, modern furniture, and advanced audio-visual systems—enabling collaborative, flexible, and technology-enabled working environments aligned with evolving workplace expectations.

INFORMATION TECHNOLOGY AND DIGITAL TRANSFORMATION (IT AND DT)

In our pursuit of enabling growth and competitiveness for Bosch in Region India, we remain committed to empowering our businesses and functions with a digital edge, by enhancing human experiences, improving profitability, and making RBIN a #AI First Enterprise

We remain steadfast in focusing and achieving our key goals viz.,

a. AI led business transformation,
b. Strengthening our Digital Core,
c. Modernizing our infrastructure and application architecture,
d. Optimizing total cost of ownership,
e. Enabling overall experiences covering employees, customers and partners
f. Creating an Intelligent Enterprise and
g. Ensuring compliance.



Our endeavor is well enabled by excellent collaboration internally with our plants, functions and business GBs. Our partner eco-system renders us with the agility and flexibility in handling the flow of our digitization requirements. We have also strengthened our Delivery excellence to offer greater customer satisfaction and experience of interacting with team BDO.

Our Key Goals and Achievements:

AI led business transformation

1. **Creating business Impact through AI:** We have made significant progress in establishing a structured AI ecosystem through the launch of VISM.ai (Value driven Innovation & Strategic Management of AI), creating a strong foundation for AI-driven innovation and scaled adoption of AI across RBIN. Through focused AI initiatives, several high-impact use cases have been identified, developed, and validated, demonstrating tangible business value.

   In parallel, AI Awareness and Discovery workshops across plants and functions have enabled the identification of a strong pipeline of use cases, supporting scalable and impact-driven AI adoption.

2. **Platform for Scalable and Responsible AI:** We continue to focus on building a secure, scalable, and future-ready AI ecosystem by defining a comprehensive AI architecture aligned with enterprise standards. This includes the development of data, analytics, and AI platform layers, ensuring responsible and compliant use of AI technologies.

3. **Creating AI first mindset:** Driving AI adoption across the organization requires a strong cultural foundation. We have taken focused steps to build this mindset through initiatives such as the AI Fluency program, aimed at enhancing awareness and practical understanding of AI across functions. In addition, platforms like BBM AI Day have played a key role in fostering engagement, showcasing innovations, and encouraging collaboration across teams.

Strengthening our Digital Core

1. **ERP Process Optimization**: Our ERP process specialist team has conducted process maturity assessments across all locations and process areas, reinforcing our sustained focus on process harmonization and optimization. These improvements are vital in preparing the organization for embracing digitalization and operational excellence.

2. **Focus on Data Quality:** Ensuring clean, accurate, and accessible data remains a key priority, forming the backbone of reliable insights and effective decision-making. Through sustained efforts under the Ready to Drive (Continuous Standardization and Improvements) initiative, we continue to drive data quality improvements and provide ongoing support to plant operations, enabling a stronger foundation for data-driven excellence.

3. **S/4 HANA Preparation:** The processes of existing SAP R/3 and S/4 HANA templates were compared to identify the gaps and preparation of IT business change requests is ongoing to address the same. Additionally, processes which need changes to adopt for S/4 template are identified. The rollout of horizontal financial backbone system, which is a prerequisite for S/4 HANA is ongoing with planned Go-Live in Oct-2027.

Optimizing Total Cost of Ownership

4. **IT Cost Optimization:** In our drive for cost optimization, we have maximized IT efficiency through asset usage enhancement, removal of unused software, assignment of appropriate user licenses. This rationalization enables resource allocation to strategic priorities, fostering sustainable growth for stakeholders.

5. **Application Lifecycle Management**: With an eye on scalability and simplicity, we undertook a major rationalization of our digital landscape. Applications were streamlined, and redundant systems were phased out, resulting in a more agile and cost-effective portfolio. Various state of the art applications for Leave Management, Contract Employee Management System, Claims Management, Financial Management, and Board Management Suite was successfully deployed, aiming to streamline processes and improve efficiency. Across the organizational landscape, mobile applications have emerged as essential tools for optimizing operations and boosting productivity.

Enabling overall experiences covering employees, customers and partners

6. **Customer & Employee Experience**: We continue to advance our digital journey by enhancing both customer and employee experience through data-driven solutions. Focused efforts were made to improve transparency, responsiveness, and decision-making support for customers via smarter digital interfaces and strengthened data capabilities.

   On the employee front, existing mobile applications were modernized and enhanced driving greater engagement, seamless communication, and operational efficiency.

7. **Customer-Centric Innovation**: Advancing our commitment to customer-centric innovation, we have established a platform to provide seamless information exchange between Bosch and its customers, strengthening our “zero distance to customer” approach. By enhancing connectivity and transparency, we are better equipped to address evolving customer needs and ensure meaningful, data-driven engagement.

8. **Partner Experience**: We continue to strengthen our external digital ecosystem by integrating intelligent solutions across key partner touchpoints. These efforts support our broader vision of fostering a connected, collaborative, and digitally empowered partner network to drive sustainable growth.

Creating an Intelligent Enterprise

9. **Center of Excellence – Hyper Automation**: The Center of Excellence for Hyperautomation continues to drive significant value by accelerating automation adoption across our operations in India. This year, our focused approach has enabled the successful delivery of multiple high-value projects with strong resource efficiency. Key achievements include the stabilization of the Hyperautomation lifecycle orchestration platform and the addition of Copilot Studio, enhancing our automation capabilities. Initiatives such as "Ideathon” workshop and “Copy with Pride” continue to foster innovation and enable scalable, impactful solutions.

10. **Center of Excellence – Analytics:** In today's data-rich world, Bosch India recognizes the immense potential of data

analytics to optimize operations and drive strategic decision-making. To unlock this potential, we have established a Center of Excellence (CoE) for Data Analytics. This initiative aims to cultivate a robust analytics capability across all major functional teams within the organization. Key Achievements being:

a. Dashboards delivering business insights for 10+ divisions and functions

b. Sustenance of community of practitioners (100+) with multiple advanced analytics competency

We continue to explore and adopt next-generation technologies with a sharp focus on practical impact and scalability. Our GenAI initiatives have progressed from pilot phases to implementation, targeting areas such as sales enablement, customs classification, and R&D knowledge management. These solutions help streamline operations, enhance decision-making and drive long-term efficiency by embedding intelligence into everyday processes.

Enabling Governance and Compliance

11. **Access Management:** Continued focus on strengthening access governance has led to improved process adherence and system integration. Key initiatives have enhanced control, reduced manual interventions, and supported secure and streamlined user lifecycle management across the organization. We have implemented 'Business Role Catalogue' which has simplified the process of requesting authorizations by the user department, thereby bringing in transparency and clarity in the authorization management process.

12. **Compliance:** We continue to leverage digital technologies to strengthen our compliance posture and ensure seamless adherence to regulatory and statutory requirements. Localization, automation, and standardization have improved agility, transparency, and audit readiness across the organization. Trusted Information Security Assessment Exchange (TISAX) certification completed successfully across our Plants and Corporate Office.

    We have achieved a significant milestone in our journey of operational excellence with the successful certification under ISO 27001:2022, marking the first time the organization has attained this globally recognized Information Security Management System (ISMS) standard.

    ISO 27001:2022 certification reflects RBIN's structured and systematic approach to safeguarding information assets, build trust with customers, gain a competitive edge in the marketplace, managing security risks, and embedding robust information security practices across operations. The certification reinforces the organization's commitment to strengthening trust and upholding the highest standards of security in line with global best practices.

    The Digital Personal Data Protection (DPDP) Rules, 2025 were notified on November 13, 2025 by the Ministry of Electronics and Information Technology (MeitY) and to be implemented in a phased manner over the period of 18 months (i.e. go-live second quarter 2027). Complying with the Indian DPDPA Rules is crucial for building trust with customers and demonstrating a commitment to data privacy. As part of the Bosch preparedness, a PDP project was already set-up to drive the implementation and rollout of DPDP compliance across all Bosch India Entities.

    Cybersecurity is now a key focus area within risk management and we have reinforced our position by implementing robust vulnerability scanning, remediation and reporting mechanisms.

Key Enablers:

13. **Collaboration and Business Partnerships**: We continue our focus on digital transformation by strengthening collaboration across our manufacturing plants and corporate functions. With a strong pool of external partners identified, we are sustaining momentum and ensuring agility in responding to evolving business needs through robust IT and digital partnerships.

14. **Plant Engagements and Roadshows:** Engagement across plant locations was further strengthened this year with the introduction of roadshows, site interactions and review mechanisms. These initiatives have played a key role in creating awareness, accountability and fostering a culture of collaboration.

15. **Culture and Communication:** Driving a digital transformation goes beyond technology, it begins with people. Our Culture & Communication efforts focus on fostering a shared digital mindset and encouraging active participation across the organization. Through a structured framework, we are actively shaping the narrative around "AI first mindset" and "Being Digital," with increasing visibility across global platforms.

Awards and Accolades:

We continue to receive numerous industry awards and accolades this year, recognizing our commitment to digital transformation and delivering business value through innovative solutions. Bosch India was honored with the **LogiTech Award** for the Best Supply Chain Transformation Project (TraVis), acknowledging our advancements in supply chain digitalization. Additionally, we received the Digital Intelligence Award at Maruti Suzuki's **MQVC 2025** for the ECU Diagnostics application, and we were further recognized at the **CII National AI Awards** 2025, where our AI-based Inventory Optimization initiative was acknowledged for its contribution to intelligent and data-driven operations.

Multiple accolades for BDO

TraVis

MQVC - ECU Diagnostics application

AI-based Inventory Optimization

ISO 27001:2022 Certification

CHANGE INITIATIVES

Value Chain Strategy – NxT

In today's competitive landscape, manufacturing excellence is no longer shaped by regional performance alone. It is measured against global benchmarks for quality, cost competitiveness, speed, and reliability. Success therefore depends not just on strong strategy, but on the ability to translate strategy into consistent, high-quality execution.

Against this backdrop, Bosch India drives the **Value Chain Strategy – NxT (VCS.NxT**) with a clear ambition: **to position Bosch India as a preferred global value chain partner** for customers across industries.

Aligned with Bosch's global operations strategy, VCS.NxT enables sustainable and profitable growth through four strategic pillars:

- **Customer Delight** – delivering superior quality, reliability, and responsiveness
- **Innovative Industrialization** – accelerating smart, future-ready manufacturing
- **People Excellence** – developing skilled, empowered, and engaged teams
- **Operational Excellence** – building efficient, resilient, and competitive value chains

The strategy is governed by Bosch India's senior leadership, with plant managers and functional leaders driving execution across defined strategic action fields. A structured governance model ensures clear accountability, disciplined execution, and fast decision-making across locations.

VCS.NxT spans the full operations ecosystem—manufacturing, quality, logistics, purchasing, digitalization, and people development. Its focus areas include:

- Standardized and robust operational processes
- AI- and data-driven problem solving
- End-to-end connected value streams across sourcing, production, and delivery
- Targeted capability building for future technologies and leadership roles

Together, these initiatives strengthen operational resilience and improve performance across the value chain, supporting Bosch India's long-term competitiveness and growth.

Quality Management

Building Trust with Customer Delight

Bosch achieved an 8 percent reduction in zero-mileage customer incidences related to Bosch failures, Even with a 19 percent increase in production volumes

Quality remains a prime focus of Bosch's commitment to operational excellence and customer trust. During the year, while 0-mileage customer incidences attributable to Bosch failures reduced by 8 % reflecting improved product Quality at the point of delivery though a notable increase in overall customer incidences. Logistics-related incidences and internal defect costs, however, remained stable, indicating sustained control within internal operations and supply chain execution.

Our Quality First strategic action field under VCS.NxT, focused initiatives were driven across Bosch India within three sub-action fields: Building Insightful and Trusted Partnerships, Preventive Quality Organization, and Supplier Quality Improvement. Supported by clearly defined KPIs to ensure disciplined execution and continuous improvement. A data-driven approach enabled closer collaboration with key customers such as MSIL and TVS, resulting in quicker response cycles to Quality issues and recognition at the MSIL Vendor Quality Conference 2025. Joint investigations, ECU simulation exercises, and EOS awareness programs further strengthened customer confidence and demonstrated Bosch's problem-solving capabilities, contributing to improved customer perception. Enhanced problem-solving maturity across plants was recognized with two prestigious Shainin Dorian Awards, while focused supplier Quality initiatives delivered a 12 % improvement over the previous year.

Significant emphasis was also placed on embedding a strong Quality mindset through leadership engagement on Value Stream Basics, recognition and motivation of shopfloor associates to inculcate the Quality mindset behavior via the Q1st Associate program. Quality Mindset Drive initiatives reinforced foundational Q-Basics, promoted proactive problem prevention, and strengthened the "Learn to See" approach to identify deviations in day-to-day operations.

Looking ahead, Bosch remains focused on improving agility and responsiveness to customer needs to further strengthen trust and deliver sustained customer delight.

Bosch Production System (BPS): 2025 Overview

In 2025, Bosch India further strengthened its manufacturing foundation through the **Bosch Production System (BPS**)—the Company's global framework for operational excellence. Under the transformation program **BPS GO!+,** the focus was on accelerating performance improvements and scaling best practices across plants.

Four priorities guided BPS initiatives during the year:

- Leadership Commitment
- Everyday Continuous Improvement
- Waste-Free and Stable Production Flow
- Investment Efficiency

With a strong emphasis on digital enablement and standardized execution, these initiatives delivered measurable improvements in efficiency, transparency, and reliability across the production value stream.

Building a Strong Continuous Improvement Culture

A robust culture of continuous improvement was reinforced through leadership involvement, structured capability building, and digital integration.

- **Digital Capability Development**

  Around 85 % of manufacturing associates in Bosch India completed advanced training on digital manufacturing tools, strengthening data-driven decision-making and real-time operational transparency on the shopfloor.

- **Structured Problem Solving Beyond the Shopfloor**

  The Toyota Kata methodology—focused on scientific thinking and coaching—was expanded beyond direct manufacturing into indirect functions. This helped embed structured problem solving and continuous learning across the organization.

- **Standardized Lean Management**

  Daily performance management routines and layered process confirmations were digitally standardized across plants. These routines improved consistency, strengthened governance, and ensured long-term sustainability of lean practices.

Waste-Free and Stable Production Flow

Targeted initiatives were deployed to improve production flow, eliminate waste, and enhance delivery performance.

- **End-to-End Flow Transparency**

  A digital throughput-time dashboard provided real-time visibility into value-adding and non-value-adding activities. This enabled faster identification of bottlenecks and more focused improvement actions.

- **Inventory and Material Efficiency**

  Digitally enabled leftover management improved material transparency, reduced waste, and increased resource utilization across plants.

- **Line Balancing Excellence**

  Improved line-balancing standards led to a 26 % increase in operational efficiency, supporting smoother production flow and more reliable customer deliveries.

Investment Efficiency and Cost Competitiveness

To strengthen cost competitiveness while supporting growth, Bosch India focused on maximizing value from capital investments.

- **Standardized Manufacturing Equipment**

  Reuse and standardization of assembly equipment enabled faster replication and economies of scale across plants.

- **Innovation-Driven Cost Avoidance**

  Creative engineering solutions leveraged existing assets to meet new requirements, avoiding unnecessary capital expenditure.

- **Optimized Asset Utilization**

  Cross-plant sharing of spare tools and optimized procurement improved utilization rates and reduced overall costs.

Benchmarking and Continuous Maturity Assessment

Bosch India further strengthened its ability to measure and improve operational maturity.

- **Capability Calibration**

  Assessors and plant teams were aligned on the latest Bosch Production System maturity standards, ensuring consistent evaluation and benchmarking.

- **Value Stream Gap Analysis**

  Structured value-stream assessments helped identify targeted improvement actions and accelerate maturity progression.

- **Knowledge Sharing Platform**

  A centralized knowledge database was introduced to capture best practices and lessons learned, accelerating organizational learning across locations.

Climate Action

Bosch Group supports the United Nations 2015 Paris Agreement on climate action and the target formulated therein of limiting global warming to as close to 1.5 degrees Celsius as possible. This aspiration also shapes our climate targets, which have been confirmed by the SBTi for the 1.5-degree pathway.*

**Robert Bosch GmbH's entry in the Science Based Targets initiative's Target Dashboard.*

Bosch Group is pursuing the target of reducing its scope 1 & 2 CO2 emissions by 85 % by 2030 (baseline year 2018).#

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

With its more than 470 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2). Four levers were used to achieve carbon neutrality: increasing energy efficiency, generating our own energy from renewable sources (new clean power), purchasing electricity from renewable sources (green electricity), and – as the last resort – offsetting residual CO_2 emissions with carbon credits.

At Bosch India, we are committed to advancing renewable energy generation and fostering sustainability through various initiatives. This includes generating renewable energy at our own facilities and establishing long-term supply agreements to support the development of new photovoltaic plants. We continue to focus on phasing out substances with climate impact by transitioning from higher Global Warming Potential (GWP) substances to lower GWP alternatives.

Bosch Limited has adopted a systematic 4E (Energy Audit, Energy Re-tuning, Energy Lifecycle, and Energy Culture) approach and is embracing digitization though the 4C approach (Connect, Communicate, Consolidate, and Cognitive).

During the financial year 2025-26, out of the total electricity demand of the Company,16 % of the demand was met through in-house solar power plants. The volume of purchased green electricity from new plants (PPA) and corresponding guarantees of origin amounted to 137.8GWh fulfilling 84 % of total electricity requirement. Additionally, 9239.17 metric tons of CO2 was compensated with carbon credits during 2025-26.

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 % in

absolute terms by 2030, compared with the baseline year 2018 – irrespective of our Company's growth.

Work safety

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

Bosch Group 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.

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.

Bosch Limited continue to advance its Value Chain Strategy (VCS.NXT), placing a strong emphasis on the "Zero Accident" initiative within the sustainability pillar. We focus on strengthening engineering controls through detailed risk assessments, improved machine safeguarding, and interlock enhancements to address risks at source. These measures have been implemented across locations to ensure consistency in safety standards. At the same time, efforts to sustain Behavior-Based Safety (BBS) have been continued through a structured observer program and standardized observation checklists, enabling regular feedback and reinforcement of safe practices.

Our approach to fostering a robust safety culture is anchored in a three-pillar framework: MAE (Machines and Equipment) safety, Human Factors, and Management Systems. We have made significant strides in enhancing MAE safety by focusing on key areas such as the standardization, effective interruption management, and the prevention of human error.

Our enabling and leading KPIs have shown marked improvement, reflecting our commitment to safety. For instance, we have seen better performance in near miss reporting closure rates and a strengthened culture around first aid reporting. These metrics not only demonstrate our initiative-taking approach to safety but also highlight the engagement of our associates in cultivating a safer workplace.

Through these initiatives, we aim to reinforce our commitment to safety and ensure that all associates are actively involved in fostering a culture of safety, driving us closer to our goal of zero accidents.

AWARDS AND RECOGNITION

During the year under review, the Company won several awards for excellence. They are:

Sr. no	Dept	Award
1	DEI	Best Companies for Women In India – 2025 by Avtar Seramount
2	DEI	Most Inspiring Workplace for Women in India – 2025 by Economic Times Human Capital Awards
3	Bidadi Plant	Best Workmen Award (Mega Industries Category, Winner) – Department of Factories, Boilers, Industrial Safety & Health
4	Bidadi Plant	Best Supplier Award (Overall Performance) – TAFE Global Suppliers Award 2025
5	Bidadi Plant	Best Delivery Award (Bosch Limited) – ESCORTS KUBOTA Limited Suppliers Meet 2025
6	Bidadi Plant	Digitalization & Future Ready Supplier Award – KOEL Project: Integrating value streams with digital connectivity in operations
7	Bidadi Plant	Gold Award (Associate Quality Circles – QC) – Quality Circle Forum of India, 34th Chapter Project: Bearing Cover Quality Improvement through simple automation
8	Bidadi Plant	Gold Award (Associate Quality Circles – QC) – Quality Circle Forum of India, 34th Chapter Project: Poka-Yoke Implementation in Pre-Packing Line (A-Pump)
9	Bidadi Plant	Gold Award (Engineers – Quality Innovation Technology) – Quality Circle Forum of India, 34th Chapter Project: Camera-based detection of wrong DV holder & O-ring assembly
10	Bidadi Plant	Gold Award (Associate Quality Circles – QC) – Quality Circle Forum of India, 34th Chapter Project: Barrel bore measurement improvement using high-resolution digital gauge
11	Bidadi Plant	Platinum (Runner-up) – Digitalization & AI for Quality (Manufacturing Sector) – CII Institute of Quality Project: Machine Learning Implementation
12	Bidadi Plant	National Supply Chain & Logistics Excellence Award (Digital Excellence – Auto & Ancillary) – CII SCALE 12th Edition
13	Bidadi Plant	National Supply Chain & Logistics Excellence Award (Innovation Category) – CII SCALE 12th Edition
14	Bidadi Plant	Gold Winner (Renovative Kaizen) – 53rd CII National Kaizen Competition
15	Bidadi Plant	Platinum Winner (MUDA Category) – 20th CII National 3M Competition Project: Reuse of oil, coolant & swarf management
16	Bidadi Plant	Runner-up (Delivery Category) – ACMA SR 17th Regional Kaizen Contest Project: Delivery improvement in nameplate laser marking
17	Bidadi Plant	Gold (Renovative Kaizen Category) – CII Challengers Trophy Competition Project: Bearing flange leakage reduction

Sr. no	Dept	Award
18	Bidadi Plant	Platinum (Renovative Kaizen Category) – CII Champion Trophy Competition Project: Assembly productivity improvement via setup optimization
19	Bidadi Plant	Par Excellence (TEF3) – 39th National Convention on Quality Concepts Project: FESTO flow sensor interlock for error-proofing customer complaints
20	Bidadi Plant	Par Excellence (QMM, PF Conv, TEF3) – 39th National Convention on Quality Concepts Project: AI methodology for DV holder mix-up prevention (Qualified for International Competition – Nov 2026)
21	Bidadi Plant	Excellence Award – 39th National Convention on Quality Concepts Project: Barrel bore measurement quality improvement
22	Bidadi Plant	Excellence Award – 39th National Convention on Quality Concepts Project: Bearing cover tightening – quality & interruption reduction case study
23	Two-Wheeler and Powersports	Bosch honored with Hero MotoCorp's prestigious "Hero Premium Leader" award.
24	Two-Wheeler and Powersports	Bosch Limited wins the prestigious CII Innovation award. IPDS (Intelligent Puncture Detection System) becomes one of the key innovative topics from Two-Wheeler & Powersports.
25	Jaipur Plant	Best Digitization Kaizen "Gold" by 10th CII The spirit of Kaizen
26	Jaipur Plant	Best Kaizen for safety Improvement "Silver" by 10th CII The spirit of Kaizen
27	Jaipur Plant	Best CSR Film on Empowering her Through Education by Socio CSR
28	Jaipur Plant	Water conservation Champion Under Manufacturing Category by 4th CII Northern Region Green Practice Awards
29	Jaipur Plant	Waste Management Champion Under Manufacturing Category by 4th CII Northern Region Green Practice Awards
30	Jaipur Plant	Bhamashah Award by Rajasthan State Education Department in Jaipur
31	Jaipur Plant	Best Case Study in Digitalization for Quality "Silver" by 6th CII National DigiTech Circle Competetion
32	Jaipur Plant	Customer Centric Approach and Zero Defect by Customer GREAVES
33	Jaipur Plant	Platinum Award in Customer KOEL EHS-ESG Contest 2026
34	Bosch Limited (Company Level)	Rank 1 in the Automotive Component Sector and Rank 22 among the Top companies in the overall IMSC universe at the 5th edition of the 'India's Most Sustainable Companies' (IMSC) Awards by BW Businessworld
35	Jaipur Plant	CII-Best Kaizen under Work Safety Catagory-Silver Award
36	Jaipur Plant	"Water Conservation Champion" under Manufacturing category during the 4th edition of CII Northern Region "Green Practices Awards for Industries''
37	Jaipur Plant	"Waste Management Champion" under Manufacturing category during the 4th edition of CII Northern Region "Green Practices Awards for Industries''
38	Jaipur Plant	Winner" in 7th Edition of the Best Practices in Safety Competition by CII
39	Gangaikondan Plant	Bronze recognition at the CII EHS Excellence Award 2024 under the category of Excellence in EHS Practices
40	Nashik Plant	EHS Company of the Year' -Health, Safety & Environment Performance at GEEF (Global Environment excellence award) Awards 2025
41	Nashik Plant	Platinum Award, 7th CII National EHS Circle Competition
42	Bidadi Plant	Best Mega Industry from Department of Factories, Boilers, Industrial Safety and Health, Govt of Karnataka
43	RBIN/HRL – TA, Bangalore	HerKey forher Awards 2025 Recognized as Top 20 Manufacturing organization in India
44	RBIN/HRL – TA, Bangalore	Bosch Thank You Award on International Women's Day 2025
45	RBIN/HRL – TA, Bangalore	People Matters Infini-T Awards 2025 Gold in Employer Branding, Silver in Excellence in Talent Acquisition
46	RBIN/HRL – TA, Bangalore	5th Edition of The Economic Times Human Capital Awards 2026 Bronze Award for Talent Acquisition
47	RBIN(Overall)	AIMA's 51st National Competition for Young Managers - Winners – 2025 - Best Young Manager Award Winner 2025
48	Nashik Plant	HSE Team of the Year "OSH India Awards"—recognizing excellence in "Health, Safety, Environment, and Sustainability".
49	Nashik Plant	1st Runner-Up award at the CII competition for its "Test Oil Consumption Reduction project."

Sr. no	Dept	Award
50	Nashik Plant	THE GEEF GLOBAL ENVIRONMENTAL AWARDS 2025 - EHS Company of the Year 2025
51	Nashik Plant	Best Organization Adopting Exemplary Environmental Practices at the 7th National EHS Circle Competition 2026
52	Nashik Plant	Golden Award" in the 11th CII Competition for Low-Cost Automation under the Setup Change category
53	Nashik Plant	1st Runner-Up award at the 53rd CII National competition for the Project - Test Oil Consumption Reduction
54	Power Solutions	Fecilitated at CII Industrial Innovation Awards 2025 on "Uninterrupted mobility despite sensor failure"
55	Power Solutions	Fecilitated at CII Industrial Innovation Awards 2025 on Flexi Tool Concept: An Innovative Lean Approach
56	Power Solutions	10th CII National Lean competition Presented case study under "RESEARCH AND DEVELOPMENT (R&D)" Project Title: PROJECT TITLE: LEAN PRODUCT DEVELOPMENT IN THE DIGITAL AGE
57	Power Solutions	10th CII National Lean competition Presented case study under "RESEARCH AND DEVELOPMENT (R&D)" Project Title: LEAN APPROACH FOR TASK HANDLING FOR DESIGN SUPPORT TO JAPAN TEAM
58	Power Solutions	Mahindra Supplier Excellence Awards for Best Quality Performance in Farm Division
59	Bosch India Foundation	Mahindra Supplier Excellence Awards for Special Appreciation in XEV 9E and BE6 programs
60	Bosch India Foundation	BIF was awarded the winner of 3rd Socio CSR Film Awards for Education
61	Bosch India Foundation	Bhamasha Award for Education interventions in Government Schools in Jaipur, Rajasthan
62	Bosch India Foundation	Appreciation plaque from Federation of Indian Chambers of Commerce & Industry (FICCI) in recognition of skill development initiatives
63	Bosch India Foundation	Federation of Karnataka Chambers of Commerce and Industry (FKCCI) Award for BRIDGE (Employability Skills) project
64	Bosch India Foundation	Bosch Global Sustainability Award for Kani Tribal Livelihood project in Gangaikondan, Tamil Nadu
65	Bosch India Foundation	Winner of ASSOCHAM India Water Awards for water conservation interventions in Trimbakeshwar Block, Nashik, Maharashtra
66	Bosch India Foundation	Winner of water conservation efforts across India announced by 4th Edition of CSR conclave and awards by the Bengal Chamber of Commerce & Industries
67	Bosch India Foundation	ET HR World Human Capital Awards 2026 for "Act of Kindness", the employee volunteering programme
68	Bosch India Foundation	Change Maker Award (Corporate) for employee engagement and volunteering

DIRECTORS AND KEY MANAGERIAL PERSONNEL

Directors Retiring by Rotation

In accordance with the provisions of the Companies Act, 2013 and Articles of Association of the Company, Mr. Stefan Grosch (DIN: 10145827) retires by rotation at the forthcoming Annual General Meeting and is eligible for re-election.

Changes in the Board and Key Managerial Personnel:

Dr. Pawan Goenka (DIN: 00254502) Independent Director completed his first (1st) term of 5 years on the closing hours of May 20, 2026. The Board places on record their deep appreciation of the valuable contributions made by Dr. Goenka to the growth and profitability of the Company.

The Board of Directors has, in its meeting held on May 20, 2026, on the recommendations of the Nomination & Remuneration Committee and subject to the approval of the Members of the Company, approved the appointment of Mr. Ramesh Ramadurai (DIN: 07109252) as an Additional Director and Non- Executive Independent Director of the Company with effect from May 21, 2026 to May 20, 2031.

Your Directors recommend the appointment of Mr. Ramesh Ramadurai's proposed resolution to be passed by requisite majority at the ensuing Annual General Meeting.

Key Managerial Personnel

As on the date of this report, the following persons have been designated as the Key Managerial Personnel of the Company pursuant to Section 2 (51) and 203 of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014:

(a) Mr. Guruprasad Mudlapur - Managing Director and Chief Technology Officer

(b) Mr. Sandeep Nelamangala - Joint Managing Director

(c) Ms. Karin Gilges- Chief Financial Officer

(d) Mr. V. Srinivasan – Company Secretary and Compliance Officer.

Independent Directors (IDs)

All the independent directors of the Company meet the criteria of independence as provided under sub-section (6) of Section 149 of

the Companies Act, 2013 and Regulation 16(1)(b) of SEBI(LODR) Regulations, 2015. Declarations to this effect have been received from them. The Independent Directors of the Company have registered themselves with the databank maintained by the Indian Institute of Corporate Affairs ("IICA") and are either exempt from the requirement to undertake online proficiency self-assessment test or passed the same. The Board is of the opinion that all the Independent Directors are persons of integrity and possess relevant expertise and experience (including proficiency).

Familiarization Programme for Independent Directors

The Company familiarizes its Independent Directors with their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, etc., through various programmes. These sessions are delivered upon induction of a new Director, as well on an ongoing basis.

Regular presentations are made at the Board Meetings by the Executive Directors and other Senior Management persons which gives the Directors an opportunity to interact with the Management and get an overview of the operations and familiarize them with matters related to the Company's values and commitments. The Directors are provided with all information on regular basis to enable them to have a better understanding of the Company, its operations, and the industry in which it operates. The Directors are also made aware of their roles and responsibilities on regular basis.

For details of familiarization programmes of the Independent Directors and number of hours please refer to the Corporate Governance Report.

Performance Evaluation of Directors

In line with the provisions of the Act and the Listing Regulations, the Nomination & Remuneration Committee and the Board have conducted an annual performance evaluation of its own performance, Committees, and individual Directors.

For details of the performance evaluation including evaluation criteria for Independent Directors, please refer to the Corporate Governance Report.

BOARD MEETINGS

During the year under review, 6 (six)meetings of the Board of Directors were held. The particulars of the meetings and attendance thereat are mentioned in the Corporate Governance Report.

CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE AND INITIATIVES

As on March 31, 2026, the CSR Committee of Bosch Limited comprised of 4 members, including Dr. Gopichand Katragadda (Independent Director) as its Chairperson, Ms. Hema Ravichandar (Independent Director), Mr. Soumitra Bhattacharya (Non-Executive Director) and Mr. Guruprasad Mudlapur (Managing Director), as its members. Details of the CSR Committee meetings and attendance thereat forms a part of the Corporate Governance Report.

During the year, the CSR Committee not only oversaw the Company's CSR initiatives and assessed the impact being created through multiple interventions. Members also visited project locations and interacted with multiple stakeholders including beneficiaries, government, academia and NGO representatives to ensure the social interventions of Bosch Limited are appropriate to the requirements on ground.

In 2025–26, the CSR initiatives approved by the committee reached over 390,000 beneficiaries across 22 states, 180+ districts, and 200+ villages, creating meaningful and measurable impact across skill development, sustainable mobility, and interventions undertaken under the umbrella of integrated community development.

1. **Employability and Livelihood Enhancing Skill Development**

   Through multiple skill development projects, a total of 22,819 youth were enrolled for training during the year, which included 8,932 women trainees and to enhance the training quality on ground, 390 Trainers were identified across India and undertaken though a rigorous Train the Trainer program to upskill and improve their training delivery and ensure better outcome for the trainees.

   a. **Bosch's Response to India's Development & Growth through Employability Enhancement (BRIDGE) -** focused on enabling youth with key employability skills (life skills, soft skills and digital literacy), enabling their transition into entry-level roles in the service sector. By combining structured classroom based interactive and activity driven training along with on-the-job training, the programme created meaningful pathways to dignified livelihood for the beneficiaries of this project. During the reporting year, 13,065 youth were enrolled for training across 20 states and 2 union territories through 200+ partner training centres, including a few aspirational districts, and in partnership with training centers, academic institutions, and NGOs. The women participation of this project stood at 47 %, with an overall average of 70 % placement rate and initiatives to build capacity of 152 trainers for enhanced quality of training delivery.

   b. **Livelihood Enhancement through Automotive Skills Development Programme (LEAP) -** equips youth with specialized training in two-wheeler and four-wheeler service technology, opening pathways to careers in the automotive sector, with the curriculum customized and aligned with the requirement of the industry. In 2025-26, 8,040 youth were enrolled, and 223 Trainers underwent the Train the Trainer (TTT) intervention, strengthening instructional quality and effectiveness.

   c. **Technical Skills (Carpentry, Home Appliances and Power Tools)**, a programme is dedicated to empowering youth with skills in carpentry, home appliances service and use of power tools, enabling them to build dignified and a sustained source of their livelihood which has a high demand. 1,134 youth were enrolled, at technical skill centers across multiple locations and 15 Trainers underwent the Train the Trainer (TTT) programme.

d. **Economic Empowerment of Women, People with Disabilities (PWDs) & LGBTQIA+ Community,** is a continued commitment of Bosch Limited, to be inclusive in its approach on societal development and advocate for inclusion of women, people with disabilities (PwD) & LGBTQIA+ community members into the mainstream. During the year, 75 women were trained as Electric Vehicle (Auto) Drivers and guided in obtaining their driving licences, enabling greater financial independence and access to sustainable livelihood opportunities. 350 youth with disabilities and 155 individuals from the LGBTQIA+ community trained in sector-specific skills delivered in partnership were with expert partner organisations. This initiative represents a meaningful and sustained effort towards adopting an inclusive approach for providing equal access to skill development and economic opportunity.

2. Sustainable Mobility

The focus on sustainable mobility envisions a comprehensive and inclusive framework that not only advances environmental sustainability but also promotes safe road behaviour, enhances safety, strengthens capacity building, encourages innovation and research to identify challenges related to mobility and create solution for the mass. Efforts are underway through long term interventions, on improving road safety through identification of black spots on select highways, designing a model corridor, safe school zone initiatives and related policy advocacy. In parallel, we are also advancing sustainable urban mobility through research and public transport enhancement efforts, academia led innovation and developing digital solutions for inclusive and data-driven city mobility planning. In 2025–26, through varied interventions under this focus, we reached to 37,300+ beneficiaries across multiple locations.

a. **Bosch's Road Safety Awareness and Community Engagement (BRACE)** programme is meant to foster a culture of responsible road behaviour through education, engagement, and targeted interventions. Focused on school children, youth, and communities, the programme combines learning, engagement, and safety measures to create safer roads and more aware citizens. In 2025–26, 23,511 school students and 197 teachers across 72 schools were sensitised on road safety. Additionally, 1180 commercial drivers and 4,059 college students were reached, further strengthening awareness among key road users. The initiatives included school audits, safe school zones, public awareness campaigns, etc. In Nashik, over 5,000 license applicants at the RTO received critical hands-on road safety experience through simulator training, enhancing their preparedness before driving. In Chennai and Gangaikondan, school-based awareness and safety interventions are being strengthened, while in Jaipur, programmes extended to colleges and road safety clubs. These efforts were further supplemented through installation of 84 CCTVs cameras in Nashik to enhance road safety and surveillance by the police, along with highway audits and blackspot rectification to minimise road accidents, ensure compliance with safety and environmental standards, and create safer road environments for all.

b. **Sustainable Urban Transportation** focuses on promoting low-emission, efficient, and inclusive mobility solutions, with a strong emphasis on public transport systems. The approach combines capacity building for mechanics and service providers with improved access to safe, seamless transport networks, addressing key urban mobility challenges. Bosch's efforts include Green Service Camps and awareness campaigns for roadside mechanics, through which 3,147 mechanics were trained in sustainable vehicle service practices, encouraging environmentally responsible automotive practices by mechanics and vehicle drivers. In parallel, the work on development of city-scale Multi-Modal Mobility Demand Modelling (M3DM) continued with a prominent academic institution, that intents to support data-driven transport planning and reduce reliance on personal vehicles and increase efforts on strengthening public bus systems, by helping improve ease of local travel and access to efficient public conveyance, accessibility and efficiency.

c. **Supporting Research & Innovation on topics related to sustainable mobility,** is also one of Bosch Limited's CSR mandates, to identify challenges in sustainable and inclusive mobility solutions that respond meaningfully to real-world needs. By fostering data-driven approaches and collaborative partnerships with government, academic, and private research institutions to improve road connectivity, strengthen transport planning, and create safer, more accessible mobility systems. Among the key initiatives underway is the development of an assistive smart cane for visually impaired children, aimed at enabling safer and more independent movement. The projects are supporting research in inclusive mobility, green transportation, and alternative fuels through ongoing institutional collaborations. In parallel, the Safe School Zone initiative is using research and pilot interventions to shape scalable, evidence-based solutions that ensure safer journeys to school for every child.

3. Integrated Community Development (ICD)

Bosch Limited's Integrated Community Development approach focuses on local level challenges that address issues related to environment sustainability, conservation of waterbodies, lack of access to quality education, basic healthcare and sustained livelihood. The need-based development approach by Bosch aims at strengthening community well-being in a sustainable and inclusive manner.

❖ **Water Conservation and Afforestation**

a. Lake rejuvenation and maintenance efforts continue to be carried out in several locations in multiple locations across 4 states, with a shared intent to restore ecological balance, strengthen water security, and revive local ecosystems for communities and future generations. In the reporting year, Bosch Limited through its CSR, focused on 7 waterbodies, reinforcing its commitment to sustained water conservation efforts. These large-scale initiatives included maintenance of lakes that were taken up in earlier years for rejuvenation and are being maintained to preserve

their water-holding capacity, rainwater harvesting potential, green cover, and biodiversity, eventually to be handed over to surrounding communities for its upkeep and maintenance. Other initiative includes the Ridge-to-Valley Watershed Restoration project, aimed at improving groundwater recharge and reducing soil erosion, rejuvenation of Percolation Tank, Pond and restoration of an Irrigation Tank. All these have collectively touched over 36,300+ lives, while creating capacity to conserve over 1.76 billion liters of water over these years and contributing to healthier ecosystems and more resilient communities.

b. Afforestation, tree plantation, agroforestry, and social forestry projects across multiple locations have been a long-term commitment to ecological restoration and community prosperity. To date, 3,08,200 trees have been planted, including over 18,200+ saplings in the reporting year, alongside the continued maintenance of over 51,000 trees planted in previous years across multiple locations. The initiative has benefitted over 1,10,442 community members in surrounding areas. Under the Agroforestry initiative 43 farmers were supported with 6,915 multi-species saplings, enabling improved income generation over time. It is estimated to support carbon sequestration, reinforcing environmental sustainability.

❖ **Promoting Education**

a. Excellence in Education and Learning (EXCEL) has continued its focus on strengthening foundational teaching and learning skills and nurturing 21st-Century competencies among students in grade 4th to 8th through schoolteachers. Aligned with the National Education Policy (NEP) 2020 and NIPUN Bharat, it empowers government schoolteachers to move beyond traditional instruction towards experiential and project-based learning, creating classrooms that are more engaging, participatory, and outcome-driven. In 2025–26, 836 teachers from 227 schools across multiple locations were trained, directly impacting 25,080 students.

b. Need based infra support in government Anganwadis (Early Child Care Centers) and government schools has enhanced quality of learning and teaching environment. These interventions are helping create learning spaces where children feel supported, engaged, and encouraged to grow, with access to environments that enable both participation and confidence. By strengthening both early childhood care and school education, the initiative is fostering a supportive and structured ecosystem where children can learn, grow, and thrive, while also building a stronger foundation for their long-term development. These interventions have strengthened the learning and positively impacted 6135 students and 167 Teachers; 18 Anganwadi teachers were trained, supporting 616 beneficiaries.

c. Pragya Niketa, has over years been a knowledge centre and after-school learning initiative empowering high potential schoolgirls in rural areas of Jaipur, Rajasthan by strengthening their education and learning level, enhancing life skills, and leadership development. Since 2014, the programme has grown from 70 to 210 students in classes 8 to 12, supported in a purpose-built facility with classrooms, a computer lab, and a playground. Beyond academics, students are nurtured through self-defense training, cyber awareness sessions, leadership development, and career mentoring, creating pathways to dignity, aspiration, and self-belief.

❖ **Access to Basic Healthcare**

a. Mobile Medical Units being operated for the past 3 years, have ensured access to quality and preventive healthcare, particularly for underserved rural communities. In 2025–26, these units were operating in 4 locations, reaching approximately 66,149 beneficiaries across 105 villages, delivering essential medical services while also promoting awareness on preventive healthcare. Alongside service delivery, frontline healthcare workers were also trained to strengthen community-level care contributing to healthier, better-informed communities.

b. RMNCAH+N (Reproductive, Maternal, Newborn, Child, Adolescent Health + Nutrition) focus increased due to findings that anaemia continues to affect women and adolescent girls across generations in many communities that Bosch Limited has been working in. To address this, the RMNCAH+N initiative was launched in 2025–26, a targeted programme focused on awareness, early detection, and timely intervention to avoid consequences of rising anemia cases, especially in school-going adolescent girls and women. Reaching 21,736 beneficiaries in its very first year, the programme delivered screenings, health camps, and community sensitization initiatives, strengthening preventive healthcare practices and improving health outcomes across families and communities.

c. Midday Meal project for ensuring children's growth, health, and ability to learn has been supported since 2016, by contributing towards the upkeep of a centralized mid-day meal kitchen at Jigani in Bengaluru, a facility with the capacity to prepare and deliver 30,000 meals per day to children across government schools, contributing to improved nutrition, better attendance, and holistic child development.

❖ **Community Development Centres,** set up by Bosch Limited as one of its rural community-based support system, have been serving as as nodal hubs across multiple locations, driving positive change by facilitating access to government schemes, raising awareness, and providing hands-on support to villagers. Across the network of seven centers, it continues to deepen and sustain the community impact, reaching approximately 36,900 individuals across 126 villages in 2025-26, enabling wider community access and meaningful impact through linkages with 15 government departments.

❖ **Rural Livelihood Enhancement** project has been promoting access to sustainable livelihood as fundamental to long-term empowerment, particularly for women and marginalized communities in rural areas. These initiatives are designed as per the specific requirement of each

location, thoughtfully shaped by the needs, strengths, and opportunities of each community, spanning women's entrepreneurship, regenerative agriculture, community-based enterprises, and natural resource-based livelihood for tribal and rural communities. In 2025–26, the programme reached 3,997 beneficiaries, including 957 women, with support extended to 183 Self-Help Groups, strengthening income generation, community resilience, and creating pathways to greater financial independence and dignity. This support was also extended to women affected by domestic violence, by providing them skills to ensure their economic empowerment, reflecting our commitment to protecting women's right to lead a dignified life.

4. **Employee Social Engagement**

Bosch has not only followed its sustained commitment through CSR towards the communities outside its business premises, but has also sustained and promoted employee's social engagement, reflecting its belief in collective responsibility by encouraging Boschlers across all levels to share their time, skills, and expertise in serving the communities, fostering a deep-rooted culture of empathy through volunteering and purpose driven approach. In 2025–26, 105 volunteering initiatives were organized, reaching over 109,910 beneficiaries, with 3,776 Bosch associates and 947 community volunteers collectively contributing 13,629 hours of service. Efforts spanned across multiple projects including but not limited to tree plantation, classroom mural painting, blood donation drives, awareness sessions on health and sustainability, and support for orphanages and old age homes, reflecting meaningful impact and compassionate community engagement.

To further strengthen participation, the **Socio app** was launched during the year, to enable associates to discover and engage with meaningful volunteering opportunities across Bosch locations in India. The annual **Social Engagement Thank-a-Thon** was also held to recognise and celebrate the employee volunteers' contributions, reinforcing a culture of appreciation and sustained engagement and the **Kindness Carnival 2025** brought together NGO partners and 700+ attendees through fundraising, wish-fulfilment, and community connection, further deepening commitment to close community level engagement.

Annual Report on Corporate Social Responsibility Activities of the Company along with Impact assessment of CSR projects (2025-26) is enclosed as Annexure '**D**' to this Report.

AUDIT COMMITTEE

As on the date of this report, the Audit Committee comprises Ms. Padmini Khare, Chairperson (Independent Director), Dr. Pawan Goenka (Independent Director), Ms. Hema Ravichandar (Independent Director), Dr. Gopichand Katragadda (Independent Director), Mr. Stefan Grosch (Non-Executive Director) and Mr. Soumitra Bhattacharya (Non- Executive Director) as its members.

The Members of the Committee possess accounting and/or financial management knowledge and expertise. The Company Secretary of the Company is the Secretary of the Committee.

During the year under review, the Board accepted all the recommendations of the Audit Committee.

In pursuance of the amended SEBI Listing Regulations effective from January 01, 2022, members of the audit committee who are Independent Directors approve the related party transactions.

Details of the roles and responsibilities, particulars of meeting and attendance thereat are mentioned in the Corporate Governance Report.

SUBSIDIARY, ASSOCIATE AND JOINT VENTURE COMPANIES

Subsidiary Companies

MICO Trading Private Limited (MTPL)

The summary of financial nos. of MICO Trading Private Limited (MTPL) for the 2025-26 are given below:

(TINR)

Particulars	2025-26	2024-25
Total Income	126	29
Profit/(Loss) before tax	91	5
Profit/(Loss) after tax	67	4

Robert Bosch India Manufacturing & Technology Private Limited (RBIM)

RBIM was incorporated as a subsidiary of Bosch Limited in 2020, with the objective of manufacturing automotive products including automotive and electrical components. The Company is yet to start commercial activities.

The summary of financial nos. for the 2025-26 is given below:

(TINR)

Particulars	2025-26	2024-25
Total Income	134	-
Profit/(Loss) before tax	(3,111)	(3,064)
Profit/(Loss) after tax	(3,111)	(3,064)

The Audited Statement of Accounts of RBIM & MTPL can be accessed on the website of the Company at www.bosch.in under the "Shareholder Information" section.

Associate Companies

Newtech Filter India Private Limited (NTFI)

The Company holds 25 % and Robert Bosch Investment Nederland B.V. holds 75 % of the paid-up share capital of Newtech Filter India Private Limited.

NTFI is the manufacturer of automotive filters, selling their products to the Company, which further sells the same to end customers.

The financial performance of NTFI during 2025-26 is as under:

(MINR)

Particulars	2025-26	2024-25
Total Income	1,539	1,294
Profit/(Loss)before tax	47	34
PBT % on Revenue	3.1 %	2.6 %

Autozilla Solutions Private Limited (Autozilla)

The Company holds 26 % in Autozilla Solutions Private Ltd., a Hyderabad based start-up, offering B2B e-commerce solutions for manufacturers, sellers, and buyers of automobile spare parts, as part of an initiative to establish effective digital ecosystem around vehicle workshops.

The financial performance of Autozilla during 2025-26 is as under:

(MINR)

Particulars	2025-26	2024-25
Total Revenue	81	70
Profit/(Loss)before tax	(16)	(38)
PBT % on Revenue	(19.1) %	(54.7) %

Joint Venture Company

PreBo Automotive India Private Limited (PreBo)

Prebo Automotive India Private Limited is a Joint Venture Company in which the Company holds 40 % of the paid-up share capital. PreBo is in the business of manufacturing/assembly and supply of mechanical and electromechanical components and assemblies for automobile and non-automobile industry.

The financial performance of PreBo for 2025-26 is as under:

(MINR)

Particulars	2025-26	2024-25
Total Revenue	1,423	1,338
Profit/(Loss) before tax	96	88
PBT % on Revenue	6.8 %	6.6 %

A separate statement containing the salient features of the financial statement of the aforementioned Subsidiaries, Associate and Joint Venture are disclosed under AOC-1 and is enclosed as Annexure **'I'** to this Report.

DIVESTMENT OF SHARES OF NIVAATA SYSTEMS PRIVATE LIMITED HELD AS UNQUOTED INVESTMENTS

Bosch Limited had acquired a 6.97 % equity stake in Nivaata Systems Private Limited for an investment of ₹ 148 million (with an actual cash outflow of ₹ 131 million). The investment was made with the strategic objective of enabling the Company to create a data lake based on the data generated from fleets managed by Nivaata Systems Private Limited, having its office in Bengaluru and operating under the brand name "Routematic". The investment also enabled the Company to access and host "Employee Transportation Services" data from over 80 corporate customers, including approximately eight years of historical data, and provided an opportunity to offer the Company's Parking Solutions to such customers.

As the intended strategic objectives of the investment have been achieved and no significant future synergies are expected, the Board of Directors, at its Meeting held on May 27, 2025, approved the divestment of the Company's entire 6.97 % stake in Nivaata Systems Private Limited at a price of ₹ 16,300 per share (against an acquisition cost of ₹ 13,101 per share). The divestment value of ₹ 184.12 million was based on the valuation report dated May 7, 2025, and the fairness opinion dated May 15, 2025.

JOINT VENTURE WITH TATA AUTOCOMP SYSTEMS LIMITED (TACO)

Bosch Limited, a leading supplier of technology and services, and Tata AutoComp Systems Limited (TACO), India's leading automotive components conglomerate, announced a joint venture to unlock growth opportunities in India's e-mobility segment. The partners propose to hold equal equity participation in the joint venture, with an aggregate capital contribution of ₹94 Crores., which aims to start its operations by mid-2026, subject to receiving all regulatory approvals.

The joint venture will focus on engineering, manufacturing and sales of eAxle systems and electric motors in India. With a registered office in Pune, this joint venture aims to accelerate the adoption of sustainable and forward-looking technologies, thereby expanding the regional footprint for both companies in the e-mobility space.

This partnership enables the Company to bring these advanced eAxle systems and electric motor solutions to India's growing e-mobility market, reinstating their ongoing commitment to the region. Both companies are confident that this collaboration will provide significant impetus for the e-mobility market in India and develop innovative solutions for customers.

JOINT VENTURE WITH WHEELS INDIA LIMITED AND BRAKES INDIA PRIVATE LIMITED

Wheels India Limited ("WIL") is engaged in the business of manufacturing and distribution of automotive components, industrial components, and components for wind turbines and Brakes India Private Limited is engaged in the business of manufacturing, sale and supply of brakes of certain descriptions, and automobile components, spares, accessories and service tools for the automobile industry. Both companies are a part of TSF group of companies and are collectively known as ("TSF Companies")

Bosch Limited and TSF Companies have recognized the emerging synergies amongst themselves and their mutual capabilities in their respective fields and entered into a joint venture arrangement to form a joint venture company in India, through which the Parties propose to jointly undertake development and production of solutions for the commercial vehicle (CV) air system segment and any other product that joint venture shall decide from time to time.

Both parties have agreed to invest equity share paid-up capital, at the time of incorporation of the Joint Venture Company, up to ₹ 1,00,000 (Indian Rupees One Lakhs only), as paid by Bosch and the TSF Companies in the ratio of 50:50. Thereafter, within 60 (sixty) days from the date of incorporation of the Joint Venture Company, an ₹ equivalent of EUR 1,000,000 (Euros One million only) less the initial subscription of ₹ 1,00,000 (Indian Rupees One Lakhs only) shall be infused in the Joint Venture Company by Bosch and the TSF Companies in the ratio of 50:50.

Based on the future funding requirements, Bosch Limited, WIL and BIPL will contribute in proportion of their shareholding, at the discretion of the Board of the Joint Venture Company, as per requirements of its Business.

VOLUNTARY STRIKE OFF OF ROBERT BOSCH INDIA MANUFACTURING & TECHNOLOGY PRIVATE LIMITED (RBIM)

Robert Bosch Manufacturing and Technology Private Limited ("RBIM"), a wholly owned nonmaterial subsidiary of Bosch Limited, was incorporated in March 2020 with the objective of serving as an agile manufacturing platform for automotive products and electrical components, particularly in emerging and growth areas such as BS-VI products and mobility solutions.

However, RBIM could not commence commercial or operational activities since its incorporation and has remained inactive. In view of the evolving business environment and strategic priorities of the Company, a review of the operations and business relevance of RBIM was undertaken. Pursuant to such review, it was concluded

that RBIM no longer serves any strategic or operational purpose for the Company.

Accordingly, considering the absence of business and operational activities and as part of the strategic realignment of the Company's operations, it was decided for the closure of the business of RBIM through voluntary strike off in accordance with the provisions of the Companies Act, 2013 read with the Companies (Removal of Names of Companies from the Register of Companies) Rules, 2016 and other applicable laws.

REMUNERATION POLICY

The Nomination and Remuneration Policy, inter-alia, provides for criteria and qualifications for appointments of Director, Key Managerial Personnel and Senior Management, Board diversity, remuneration to Directors, Key Managerial Personnel, etc.

PARTICULARS OF EMPLOYEES

Your Company had **6,087** employees as of March 31, 2026. Disclosures pertaining to remuneration of employees and other details, as required under Section 197(12) of the Act, read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is enclosed as Annexure "**F** '' to this Report.

Pursuant to Section 197(12) of the Companies Act, 2013 read with Rules 5(2) & (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, a statement showing details of the top Ten (10) employees in terms of remuneration drawn during the financial year and employed throughout the year and top Ten (10) employees employed for part of the year who were in receipt of remuneration of ₹ 1.02 Crores or more per annum and ₹ 8.50 Lakhs or more per month respectively is annexed herewith as "Annexure **J** ", which forms part of this report.

RISK MANAGEMENT

The Bosch Group's risk management system is based on ISO 31000 and COSO (ERM) standards. It comprises of systematic identification and assessment of risks, followed by appropriate mitigation measures. The process also includes periodical monitoring and review of risks as well as risk control measures. The Company additionally complies with listing and disclosure obligations required by market regulator, The Securities and Exchange Board of India (SEBI).

Risk Management Committee (RMC) has been entrusted with overall responsibility of general design and implementation of risk management policy. The committee (RMC), consisting of Board Members review the risk inventory, controls, mitigating measures and makes appropriate recommendations as necessary. The Corporate Risk Council, consisting of three or more senior company officials periodically examine the risk inventory and cross functional risks as well as adequacy of mitigation measures before submission to Risk Management Committee.

Plan-Do-Check-Act (PDCA) risk management approach facilitates collaborative participation and engagement across all business units, enabling common understanding of risks, uniformity in reporting and continuous improvement in the overall risk management process.

The Company follows a specific, well-defined risk management policy, integrated with its operations. The policy has been developed after taking cognizance of applicable statutory guidelines, Bosch global policies on risk management and feedback from stakeholders.

Risk Management Committee:

(a) monitors and ensures effective implementation of the Company's Risk Management Systems (RMS).

(b) monitors and approves the Company's risk policy and associated practices.

(c) monitors the effectiveness of the overall risk management framework.

(d) reviews the Company's overall risk profile and ensures that risk-based decisions are within the Company's risk appetite.

(e) ensures that the Company takes prudent measures to balance risk and reward in its business decisions.

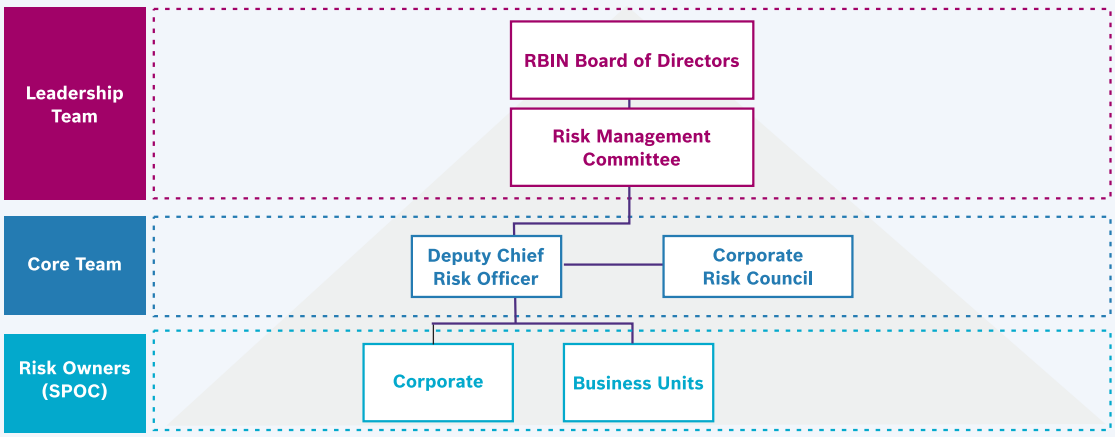
(f) periodically report risk movements and trends to the Board, recommending appropriate actions.

(g) ensures it meets statutory and regulatory responsibilities.

(h) ensures a culture of risk is embedded and lived across the organization.

Subordinate risk management teams, led by the respective business heads, identify, evaluate and respond to functional, operational as well as strategic risks in their corresponding area of responsibility. There are 18 functional risk areas defined in the risk policy and those risks are evaluated both qualitatively and quantitively. Each individual risk with an impact on EBIT is documented in the risk register.

Risk Management Organizational Structure:



(Note: RBIN-Bosch Limited)

WHISTLE BLOWER POLICY/VIGIL MECHANISM

The Company has a Whistle Blower Policy, which includes vigil mechanism for dealing with instances of fraud and mismanagement.

Details of the Whistle Blower Policy have been mentioned in the Corporate Governance Report. The Whistle Blower Policy has been uploaded on the website of the Company.

RELATED PARTY TRANSACTIONS

Prior approval of the Audit Committee is obtained for all Related Party Transactions. The Audit Committee accords omnibus approval for Related Party Transactions which are in ordinary course of business, foreseen, repetitive in nature and satisfy the arm's length principles. The Audit Committee reviews, on a quarterly basis, the details of the Related Party Transactions entered pursuant to the omnibus approval.

Additionally, the Company obtains a half yearly certificate from a Chartered Accountant in Practice confirming that the Related Party Transactions during the said period were in ordinary course of business, repetitive in nature and satisfy the arm's length principles.

The details of Material Related Party Transactions under Section 188(1) of the Act required to be disclosed under Form AOC - 2 pursuant to Section 134(3) of the Act is enclosed as Annexure '**E**' to this Report.

The Company has framed a Policy for determining materiality of Related Party Transactions and dealing with Related Party Transactions. During May 2025, the Policy has been revised in line with regulatory amendments in SEBI Listing Regulations. The said Policy is hosted on the website of the Company.

ENERGY CONSERVATION, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS & OUTGO

The report in respect of conservation of energy, technology absorption, foreign exchange earnings and outgo as required under Section 134(3) of the Act read with Rule 8 of Companies (Accounts) Rules, 2014, is enclosed as Annexure '**G**' to this Report.

AUDITORS

Statutory Auditor

Pursuant to provisions of Section 139 of the Act read with the Companies (Audit and Auditors) Rules, 2014, Messrs. S. R. Batliboi & Associates LLP (member firm of Ernst & Young) (Firm Regn. no. 101049W/E300004), were appointed as Statutory Auditors of the Company for a term of 5 years, to hold office from the conclusion of 70th Annual General Meeting held on August 3, 2022, until the conclusion of 75th Annual General Meeting to be held in the year 2027.

The Audit Committee annually reviews and monitors the performance, independence of the Statutory Auditors and effectiveness of audit process.

The Auditors have issued an unmodified opinion on the Financial Statements, for the financial year ended March 31, 2026. The said Auditors' Report(s) for the financial year ended March 31, 2026, on the financial statements of the Company forms part of this Annual Report.

Cost Audit & Cost Auditors

The Board of Directors, on recommendation of the Audit Committee, re-appointed Messrs., Kamalakara & Co., Cost Accountants, Bengaluru (Registration No. FRN 000296) as Cost Auditors to audit the following cost records of the Company for the Financial Year 2026-27 in terms of the provisions of Section 148 of the Companies Act, 2013.

Sl. no.	Name of Product(s) / Service(s)	Industries/sectors/products/services	CETA Heading (wherever applicable)	No. of tariff items/ Products/services
1.	(a) Spark Plugs (b) Glow Plugs (c) Ignition Coil	Electricals or electronic machinery	8511	3
2.	(a) Nozzle Holder Assembly (b) Components (c) Fuel Rail Assembly	Other machinery and Mechanical Appliances	8409	3
3.	*(a)* LAG, SAG, Rotary Drill, Hammer, Marble Cutter *(b)* Impact Drilling Machine	Other machinery and Mechanical Appliances	8467	2
4.	*(a)* Fuel Injection Pump *(b)* Components	Other machinery and Mechanical Appliances	8413	2
5.	Blower	Other machinery and Mechanical Appliances	8414	1
6.	Machines	Other machinery and Mechanical Appliances	8466	1
7.	Machines	Other machinery and Mechanical Appliances	8479	1
8.	Components	Other machinery and Mechanical Appliances	8481	1
9.	Components	Rubber and allied products	4009	1

The Audit Committee has also received a Certificate from the Cost Auditors certifying their independence and arm's length relationship with the Company.

In terms of the provisions of Section 148 of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor requires ratification by the Members of the Company.

In terms of the requirements of the said section, the members are required to ratify remuneration payable to the Cost Auditors. Accordingly, resolution ratifying the remuneration payable to Messrs. Kamalakara & Co., will form part of the Notice convening of the 74th Annual General Meeting.

As per Section 148 (1) of the Companies Act, 2013, the Company is required to maintain Cost Records. Accordingly, Cost Records and Cost Accounts are duly maintained by the Company.

Secretarial Auditor

Pursuant to the provisions of Section 204 and other applicable provisions of the Companies Act, 2013, if any, read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, (including any statutory modifications (s) or re-enactment thereof for the time being in force), the Company had appointed CS Parameshwar Ganapati Bhat, Practising Company Secretary (FCS-8860, COP-11004 and Peer Review Certificate No. 5508/2024) as the Secretarial Auditor of the Company to conduct the Secretarial Audit of the Company for a term of five(5) consecutive years commencing from April 1, 2025 to March 31, 2030. The Report of the Secretarial Auditor is enclosed as Annexure '**A**' with this Report. The Auditor has issued a report without any observations, for the financial year ended March 31, 2026.

REPORTING OF FRAUD

During the year under review, the Statutory Auditors, Cost Auditors and Secretarial Auditor have not reported any instances of fraud committed in the Company by its Officers or Employees to the Audit Committee under Section 143 (12) of the Act.

DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to Section 134(5) of the Companies Act, 2013, the Board of Directors report that:

i. in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures.

ii. they have selected and consistently applied accounting policies and have made judgements and estimates that are reasonable and prudent to give a true and fair view of the state of affairs of the Company at the end of the financial year and the profit of the Company for that period.

iii. proper and sufficient care has been taken for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.

iv. the annual accounts have been prepared on a 'going concern' basis.

v. proper internal financial controls are in place and that such controls are adequate and are operating effectively; and

vi. proper systems to ensure compliance with the provisions of all applicable laws were in place and that such systems were adequate and operating effectively.

DETAILS OF LOANS, ADVANCES, GUARANTEES OR INVESTMENTS

Particulars of loans given, investments made, guarantee given, or security provided and the purpose for which the loan or guarantee or security is proposed to be utilized by the recipient of the loan or guarantee, or security are provided in Notes to the Financial Statements.

Further, particulars of loans and advances in the nature of loans to subsidiaries, associates and firms/companies in which directors are interested is given below:

(Mio ₹)

Particulars	Name of the Firm/ Company	Amounts at the year end and the maximum number of loans/ advances/ Investments outstanding during the year
Loans and advances in the nature of loans to subsidiaries	Robert Bosch India Manufacturing and Technology Private Limited	34.5
Loans and advances in the nature of loans to associates	Nil	NA
Loans and advances in the nature of loans to firms/ companies in which directors are interested	Bosch Automotive Electronics India Private Limited	4,500

DEPOSITS

During the year under review, there were no deposits accepted by the Company as per the provisions of Companies Act, 2013.

MATERIAL CHANGES AND COMMITMENTS

There were no material changes and commitments between the end of the year under review and the date of this report affecting the financial position of the Company.

EXTRACT OF ANNUAL RETURN

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return as on March 31, 2026, is available on the Company's website.

SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company has complied with provisions relating to the constitution of Internal Complaints Committee under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Internal Complaints Committee (ICC) is in place to redress complaints received regarding sexual harassment. The Company is committed to provide protection against sexual harassment of women at workplace (including employee or any other women visiting worksite for any other purpose).

1. *Number of complaints of sexual harassment received in the financial year (April 1, 2025, to March 31, 2026)*: 5
2. *Number of complaints disposed off during the financial year*: 5
3. *Number of cases pending for more than 90 days*: Nil
4. *Number of workshops or awareness programmes conducted in connection with sexual harassment*: 5 exclusive in person sessions. Additionally, every employee goes through a mandatory Web Based Training (WBT) -96 % is the completion rate as of March 31, 2026.
5. *Remedial measures taken by the Company*:
    - POSH Annual Conclave through which all IC members underwent training included group discussion, case studies and benchmark practices presentation and discussion.
    - Quarterly Meetings of IC – Some of the Topics covered Case scenarios & Case laws, Handling post inquiry situation when allegations are not proved, Post Inquiry preventive recommendations, Investigation techniques, scenario-based group exercise.
    - Campaign through mailers, Awareness sessions for contract and temporary employees is continued.
    - Refreshers for Blue collar associates.
    - Inclusion of POSH topic in induction for Trainees and temporaries.
    - All location committees are registered in "**She box**" portal – initiated by Central Government.

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT

In terms of the requirements of Regulation 34 (2) (f) of the SEBI Listing Regulations, a report on Business Responsibility and Sustainability Report on the environmental, social and governance disclosures in the format and assurance of the Business Responsibility and Sustainability Report Core forms a part of this Annual Report as Annexure '**C**' to this Report. The BRSR Core disclosures have been independently assured by an external agency, Messrs. S. R. Batliboi & Associates LLP (member firm of Ernst & Young) (Firm Regn. no. 101049W/E300004).

CORPORATE GOVERNANCE

A report on Corporate Governance in terms of the requirements of the Listing Regulations and a certificate from the Practicing Company Secretary, forms part of this Annual Report as Annexure "**B**" to this Report.

SECRETARIAL STANDARDS

The applicable Secretarial Standards i.e., SS – 1 and SS – 2, relating to "Meeting of the Board of Directors" and "General Meetings", respectively, have been duly complied by the Company.

GENERAL DISCLOSURE

Your Directors state that no disclosure or reporting is required in respect of the following items as there were no transactions/ events on these items during the year under review:

i. Issue of Equity Shares with differential rights as to Dividend, voting or otherwise.

ii. Issue of Shares (including Sweat Equity Shares) to employees of the Company under any scheme.

iii. Significant or material orders passed by the Regulators or Courts or Tribunals which impact the going concern status and the Company's operations in future.

iv. Voting rights which are not directly exercised by the employees in respect of Shares for the subscription/ purchase of which loan was given by the Company (as there is no scheme pursuant to which such persons can beneficially hold shares as envisaged under Section 67 (3) (c) of the Act).

v. Difference between amount of valuation done at the time of one-time settlement and the valuation done while taking loan from the Banks or Financial Institutions.

vi. Application made or any proceeding pending under the Insolvency and Bankruptcy Code, 2016.

vii. Revision of financial statements and Directors' Report of your Company.

FOREIGN EXCHANGE MANAGEMENT (NON-DEBT INSTRUMENTS) RULES, 2019

The Company has not made any investments under Foreign Exchange Management (Non-Debt Instruments) Rules, 2019.

CODE FOR PREVENTION OF INSIDER TRADING

Your Company has adopted a Code of Conduct ("Code") to regulate, monitor and report trading in Company's shares by Company's designated persons and their immediate relatives as per the requirements under the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015. The Code, inter alia, lays down the procedures to be followed by designated persons, while trading/ dealing in Company's shares and sharing Unpublished Price Sensitive Information ("UPSI"). The Code covers Company's obligation to maintain a digital database, mechanism for prevention of insider trading and handling of UPSI, and the process to familiarize with the sensitivity of UPSI. Further, it also includes code of Practices and procedures for fair disclosure of unpublished price sensitive information which has been made available on your Company's website.

MATERNITY BENEFIT PROVIDED BY THE COMPANY UNDER MATERNITY BENEFIT ACT, 1961

The Company is in full compliance with the provisions of the Maternity Benefit Act, 1961. This includes adherence to all applicable statutory requirements such as maternity leave, medical bonus, nursing breaks, and crèche facilities, wherever applicable.

ACKNOWLEDGEMENTS

The Directors express their gratitude to the Government of India and State Governments of Karnataka, Maharashtra, Rajasthan, and Tamil Nadu for their continued cooperation extended to the Company. The Directors also thank all customers, dealers, suppliers, banks, members, and business partners for the excellent support received from them. The Directors would also like to acknowledge the exceptional contribution and commitment of the employees of the Company during the year under review.

CAUTIONARY STATEMENT

Statements in the Board's Report and the Management Discussion & Analysis describing the Company's objective, expectations or forecasts may be forward looking within the meaning of applicable laws and regulations. Actual results may differ materially from those expressed in the statement.

For and on behalf of the Board of Directors

Guruprasad Mudlapur
DIN: 07598798
Managing Director &
Chief Technology Officer

Sandeep Nelamangala
DIN: 08264554
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

LINK TO THE COMPANY'S SHAREHOLDER'S INFORMATION / POLICIES:

Sl. No	Particulars	Page
1.	Terms & Conditions of Appointment of Independent Director.	https://www.bosch.in/media/our_company/shareholder_information/2024/terms_and_conditions_of_appointment_of_independent_directors.pdf
2.	Code of Conduct for Board Members and Senior Management.	https://www.bosch.in/media/our_company/shareholder_information/2018/code_of_conduct_1072294.pdf
3.	Whistle Blower Policy.	https://www.bosch.in/media/our_company/shareholder_information/2025/whistle_blower_policy_revised.pdf
4.	Criteria of making payments to Non-Executive Directors.	https://www.bosch.in/media/our_company/shareholder_information/2024/terms_and_conditions_of_appointment_of_independent_directors.pdf
5.	Policy on Related Party Transactions.	related_party_transaction_policy_amended_06022026.pdf
6.	Policy for determining Material Subsidiaries.	https://www.bosch.in/media/our_company/shareholder_information/2025/policy_on_material_subsidiary_revised.pdf
7.	Familiarization Programmes imparted to Independent Directors.	familiarization_programme_updated_till_may_2026.pdf
8.	Disclosure Policy.	Microsoft Word - 26.revised policy_on_materiality_and_archival.docx
9.	Authorised Personnel to determine materiality of events/information and for making disclosures to Stock Exchanges.	https://www.bosch.in/media/our_company/shareholder_information/2026/letter2se01062026.pdf
10.	Dividend Distribution Policy.	https://www.bosch.in/media/our_company/shareholder_information/2026/rbin_dividend_distribution_policy_amended.pdf
11.	Annual Return.	https://www.bosch.in/our-company/shareholder-information/
12.	Corporate Social Responsibility Policy.	https://www.bosch.in/our-company/our-responsibility/corporate-social-responsibility/.
13.	Nomination & Remuneration Policy.	https://www.bosch.in/media/our_company/shareholder_information/2022/investor_service_request_forms/nrcpolicyboschltd.pdf
14.	Code of Business Conduct.	https://www.bosch.in/media/our_company/shareholder_information/2025/code_of_business_conduct.pdf
15.	Code of Practices and procedures for Fair Disclosure of Unpublished Price Sensitive Information.	rbin_code_of_fair_disclosure_nov_2025_amended.pdf

ANNEXURE 'A' TO THE REPORT OF THE DIRECTORS

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year ended March 31, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Bosch Limited
Hosur Road, Adugodi,
Bengaluru, 560030
Karnataka, India

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate governance practices by Bosch Limited (CIN: L85110KA1951PLC000761) (hereinafter called **'the Company'**) for the financial year ended March 31, 2026 (hereinafter called the 'period under audit'). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the Financial Year ended on March 31, 2026 (the audit period) has complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by Bosch Limited for the financial year ended on March 31, 2026, according to the provisions of:

i) The Companies Act, 2013 (the Act) and the Rules made thereunder;

ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the Rules made thereunder;

iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

iv) Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -

(a) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

(b) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 (not Applicable to the Company during the Audit Period);

(c) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(d) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (not Applicable to the Company during the Audit Period);

(e) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (not Applicable to the Company during the Audit Period);

(f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (not applicable to the Company during the Audit Period);

(g) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act, 2013 and dealing with client;

(h) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (not applicable to the Company during the Audit Period);

(i) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 (not Applicable to the Company during the Audit Period);

(j) The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018; and

(k) Circulars/Guidelines issued there under.

vi) There are no specific laws applicable to the Company pursuant to the business carried by the Company.

vii) The other general laws as may be applicable to the Company including the following:

(1) Employer/ Employee Related Laws & Rules:

- The Employees State Insurance Act, 1948, along with its Rules and Regulations
- The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, along with EPF Scheme 1952, EPS Scheme 1995, EFPS Scheme 1971 and EDLI Scheme 1976
- The Contract Labour (Regulation and Abolition) Act, 1970, and Contract Labour (Regulation & Abolition) (Karnataka) Rules, 1974.
- The Minimum Wages Act, 1948, and Karnataka Minimum Wages Rules, 1958

- The Payment of Wages Act, 1936, read with The Karnataka Payment of Wages Rules, 1963
- The Payment of Gratuity Act, 1972 and Karnataka Payment of Gratuity Rules, 1973, and Karnataka Compulsory Gratuity Insurance Rules, 2024
- The Payment of Bonus Act, 1965
- The Maternity Benefit Act, 1961, read with Karnataka Maternity Benefit Rules, 1966
- The Equal Remuneration Act, 1976, read with Equal Remuneration Rule, 1976
- The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986 and the Child Labour (R&P) (Karnataka) Rules, 1998.
- The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 read with The Employment Exchanges Rules, 1960
- The Karnataka Labour Welfare Fund Act, 1965 and Rules, 1968
- The Apprentices Act, 1961
- The Industrial Employment Standing Orders Act, 1946, read with Rules of 1961
- The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013, read with Central Rules, 2013
- The Karnataka Industrial Establishments (National & Festival) Holidays Act, 1963, read with Rules of 1964
- Karnataka Workmen's Compensation Rules, 1966
- The Karnataka Public Safety (Measures) Enforcement Act, 2017, and Rules of 2018
- Karnataka Shops & Commercial Establishment Act, 1961 and Rules, 1963
- The Rights of Persons with Disabilities Act, 2016
- The Kannada Language Comprehensive Development Act, 2022
- The Digital Personal Data Protection Act, 2023, read with Digital Personal Data Protection Rules, 2025

(2) Environment Related Acts & Rules:

- The Environment Protection Act, 1986
- The Water (Prevention & Control of Pollution) Act, 1974
- The Air (Prevention & Control of Pollution) Act, 1981
- Hazardous Wastes (Management, Handling and Transboundary Movement) Rules, 2008.
- The Karnataka Ground Water (Regulation for Protection of Sources of Drinking Water) Act, 1999

I have also examined the compliances with the applicable clauses of the Secretarial Standards issued by the Institute of Company Secretaries of India with respect to the Meetings of the Board (SS-1) and General Meetings (SS-2).

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above. The Management has appropriately addressed certain non-material observations identified during the course of the audit in relation to the provisions of the Companies Act, Secretarial Standards, and Labour Laws.

Further, I report that with regard to financial and taxation matters, I have relied on the Audit Report, Limited Review Report and the Internal Audit Report provided by the Statutory/Internal Auditor as the case may be.

I further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors which took place during the period under review were carried out in compliance with the provisions of the Companies Act, 2013 and The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Adequate notices were given to all the directors of the Company relating to the schedule of the Meetings of the Board (including Meetings of its Committees), except where consent of the Directors was received for scheduling the meetings at a shorter notice. Agenda and detailed notes on agenda were also sent to all the directors of the Company at least seven days in advance, except where consent of Directors was received for circulation of the Agenda and notes on Agenda at a shorter notice. The Company has a system for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at the Meetings of the Board of Directors and its Committees were carried out unanimously / by requisite majority, as recorded in the minutes of the respective meetings of the Board or its Committees, as the case may be.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

Parameshwar G Bhat
Practising Company Secretary
M. No. FCS 8860 CP No.: 11004
Peer Review No.: 5508/2024
UDIN: F008860H000413979

Date: May 20, 2026
Place: Bengaluru

Note: This report is to be read with my letter of even date which is annexed as Annexure A and forms an integral part of this report

'Annexure A'

To,
The Members,
Bosch Limited
Hosur Road, Adugodi,
Bengaluru, 560030
Karnataka, India

The Secretarial Audit Report of even date is to be read along with this letter:

1. Maintenance of secretarial records is the responsibility of the management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of Secretarial Records. The verification was done on test basis to ensure that correct facts are reflected in the secretarial records. I believe that the processes and practices, I have followed provide a reasonable basis for my opinion.
3. I have not verified the correctness and appropriateness of the financial records and Books of Accounts of the Company, including records under the Income Tax Act, Customs Act, and Goods and Services Tax Act.
4. Wherever required, the Company has represented about the compliance of laws, rules, and regulations and happening of events, etc., as applicable from time to time.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, and standards is the responsibility of Management. My examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Parameshwar G Bhat
Practising Company Secretary
M. No. FCS 8860 CP No.: 11004

Date: May 20, 2026
Place: Bengaluru

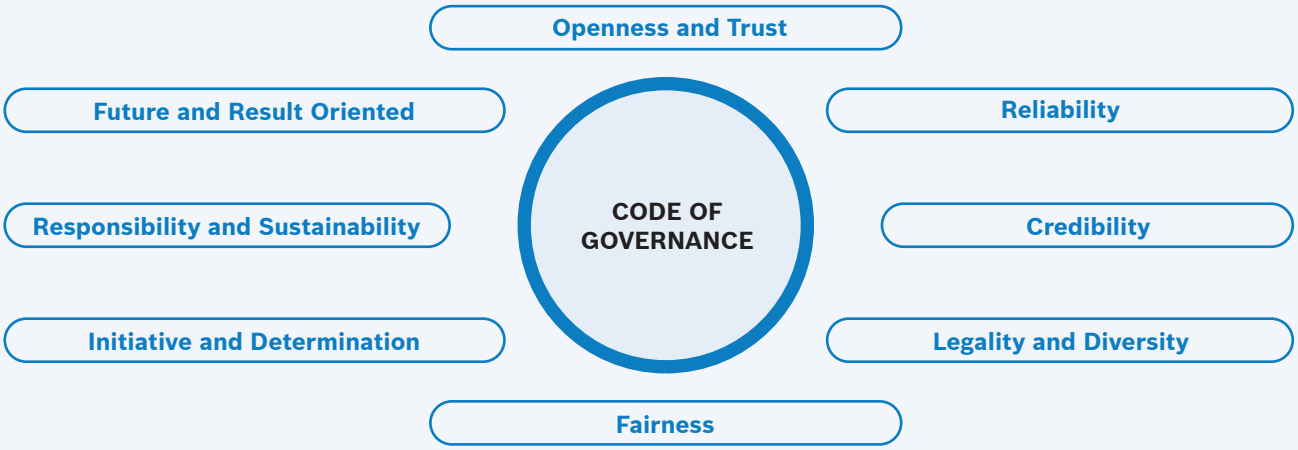
ANNEXURE 'B' TO THE REPORT OF THE DIRECTORS

REPORT ON CORPORATE GOVERNANCE

The Board of Directors present the Company's Report on Corporate Governance pursuant to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, for the year ended March 31, 2026.

1. Company's philosophy on Code of Governance

At Bosch, we are unwavering in our commitment to uphold the highest standards of corporate governance, with a focus on creating value for all stakeholders. As part of the Bosch Group, we are a value-driven organization, deeply guided by a philosophy centered on values such as responsibility, sustainability, fairness, and diversity. Our corporate governance philosophy is built on these Bosch values, which are rooted in being future- and result-oriented, fostering openness and trust, and ensuring reliability, credibility, legality, and Diversity.



Bosch Values and Bosch Code of Business Conduct provide necessary framework in running the business with the highest moral standards enabling the Company to fulfil its legal, financial, and ethical objectives. These values are not just words on paper; they guide the way we conduct our business–whether it is with our partners, investors, employees, or society at large. Our commitment to these values, coupled with the Bosch Code of Business Conduct, provides the framework for conducting business with the highest moral standards, enabling us to meet our legal, financial, and ethical objectives. The Company has a well-informed and Independent Board for ensuring the same.

For over a century, the Bosch name in India has been synonymous with innovation that has meaningfully transformed people's lives. Our journey has been propelled not only by a drive for growth but also by a deep-rooted sense of responsibility towards the community. This has earned us the privilege of acquiring social capital that goes beyond just products, services, and profits.

At Bosch, goodwill and trust are built on more than our innovative achievements. They stem from our long-standing commitment to corporate social responsibility. We take immense pride in our track record of social engagement, which has been recognized by both the Central and State Governments and by the public at large.

We remain steadfast in our mission to enhance the quality of life for people and protect the livelihoods of present and future generations by acting responsibly, economically, environmentally, and socially. Our Board is fully aware of its responsibility to make decisions that benefit not just our business, but society and the environment as well. We take proactive steps, exercising entrepreneurial responsibility and pursuing our goals with determination.

Our actions are always result-focused, ensuring that we can secure a sustainable future. Bosch has transformed from a traditional organization to a forward-looking, agile company, and we will continue building on this legacy by developing innovative solutions to tackle the challenges of tomorrow. Our guiding principle remains: ***Invented for Life.***

We also place great importance on transparency and communication with our stakeholders. We are committed to delivering on our promises and upholding the law in all our business dealings. Our Board leads the organization with a strong focus on creating value and allocating it fairly and sustainably among all stakeholders, including shareholders, employees, and customers. This ensures that our business operations are conducted in a manner that withstands scrutiny and aligns with our ethical standards.

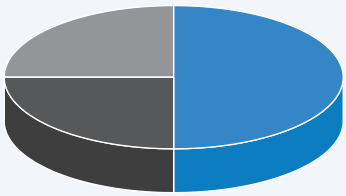
2. Board of Directors

(a) Composition of the Board and Category of Directors:

The composition of the Board of Directors of the Company is governed by the provisions of the Companies Act, 2013, ("the Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), as amended from time to time.

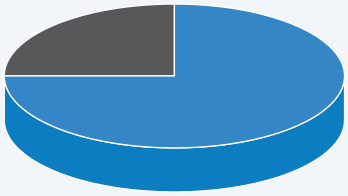
Board composition as on March 31, 2026

Board demographics



- Independent Directors - 50% (including Women Independent Directors - 25%)
- Executive Directors - 25%
- Non-Executive Directors - 25%

Gender diversity



- Male - 75%
- Female - 25%

Average age of Board (in years)

62.13

Average age of male directors (in years)

61.83

Average age of women directors (in years)

63.00

As on March 31, 2026, the Board consisted of eight (8) directors. Out of eight (8) directors, six (6) are non-executive directors, including four (4) independent directors with two (2) woman independent directors. The Chairperson of the Board is a non-executive and non-independent director considered to be related to the promoter of the Company (as he was the Managing Director up to June 30, 2023). Accordingly, at least half of the board of directors comprises of independent directors. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 of the Act. The Directors of the Company are persons of eminence and having vast and varied experience in manufacturing, marketing, technology, finance, human resource, and business administration.

The composition of the Board, directorship, and Committee positions as on March 31, 2026, is as under:

Sl. No.	Name of the Director	Number of Directorships including in this Company[1]	Committee positions including in this Company[1]		Directorships in other listed companies	
			Membership	Chairmanship	Company	Category of Directorship[2]
Non-Executive, Non-Independent Directors						
1.	Mr. Soumitra Bhattacharya (Chairperson related to promoter) DIN: 02783243	3	4	1	Asian Paints Limited	ID
					Tata Elxsi Limited	ID
2.	Mr. Stefan Grosch DIN: 10145827	1	1	-	-	-
Non-Executive, Independent Directors						
3.	Ms. Hema Ravichandar DIN: 00032929	3	2	-	The Indian Hotels Company Limited	ID
					Trent Limited	ID
4.	Dr. Gopichand Katragadda DIN: 02475721	3	3	2	ICICI Securities Limited	ID
					Asian Paints Limited	ID
5.	Dr. Pawan Kumar Goenka DIN: 00254502	2	3	-	Sun Pharmaceutical Industries Limited	ID
6.	Ms. Padmini Khare DIN: 00296388	3	4	3	Tata Chemicals Limited	ID
					Rallis India Limited	ID

Sl. No.	Name of the Director	Number of Directorships including in this Company[1]	Committee positions including in this Company[1]		Directorships in other listed companies	
			Membership	Chairmanship	Company	Category of Directorship[2]
Executive Directors						
7.	Mr. Guruprasad Mudlapur (Managing Director) DIN: 07598798	1	1	-	-	-
8.	Mr. Sandeep Nelamangala (Joint Managing Director) DIN: 08264554	1	-	-	-	-
Alternate Director to Mr. Stefan Grosch						
9.	Ms. Karin Gilges DIN: 09615158	1	-	-	-	-

Note:

[1]Company Directorships excludes directorships in Private Limited Companies, Foreign Companies and Section 8 Companies. The details of Committee Membership/ Chairmanship are as per Regulation 26 of the SEBI Listing Regulations.

[2]ID: Independent Director.

As may be noted from the table above, none of the Independent Directors serve as an Independent Director in more than 7 (Seven) listed companies. Further, no Director is a member of more than 10 (Ten) Board Committees or Chairman of more than 5 (Five) Board Committees across all public limited companies where he/she is a director. For this purpose, Membership/Chairmanship in Audit Committee and Stakeholders Relationship Committee alone has been considered.

(b) Matrix/Table Containing Skills, Expertise and Competencies of the Board of Directors:

The table below summarizes the core skills / expertise / competencies for the Directors identified by the Board of Directors in the context of business of the Company:

Core skills / expertise / competencies identified in the context of business of the Company and its definitions	
Strategic management	Experience in developing and setting organization's high-level goals with a clear purpose and direction, developing plans of actions, effective resource planning and allocation, identifying opportunities, exploiting competitive advantages, capitalizing on opportunities, managing business risks, and developing strategic plans with an aim to position the organisation for future success.
Governance, Risk and Compliance	Ability to comprehend corporate laws, corporate governance & ESG frameworks, their implications and applications with experience in the areas of enterprise risk management, compliance, internal audit, monitoring and prevention of fraud, establishing and monitoring internal controls, data protection, information and cyber security and ability to appreciate key risks impacting Company's businesses and contribute towards development of systems and controls for risk mitigation & compliance management and review and refine the same.
Industry Knowledge and experience	A significant background/experience in the automotive or allied industries with the ability to analyze, anticipate and predict competitive and market forces, generate disruptive innovations, and extend or create new business models.
International exposure	Experience in driving business success in markets outside of India with requisite communication skills, networking abilities and sensitivity to diversity including gender, ethnic, geographic, cultural, or other perspectives that expand the Board's understanding of the needs and viewpoints of customers, partners, employees, governments, and other stakeholders worldwide and understanding of the socioeconomic, political, regulatory, and competitive environment, both domestic and global, in which the Company is operating.
Accounting and Finance	Experience in the areas of accounting, financial reporting, auditing, financial management including capital allocation, managing financial risks, budgeting, financial planning, investment appraisal, financing and treasury activities, M&A's etc., with a commercial acumen to critique the Company's financial performance and evaluate the Company's strategies and action plans in the context of their financial outcomes.
Sales and Marketing	Experience in the areas of sales and marketing strategies, customer experience, customer engagement, brand building, brand loyalty and ability to convey them to long-term brand equity.

Core skills / expertise / competencies identified in the context of business of the Company and its definitions	
Technology	Experience in manufacturing technology or digital technology with practical knowledge of digital or technological advancements such as artificial Intelligence, Blockchain, Robotic Process Automation, Augmented Reality (AR), Virtual Reality (VR), etc.,
Human Capital & Diversity	Experience in building Human Resources (HR) capability and fostering a high-performance work environment through various strategic initiatives around talent acquisition, competency development, performance management, succession planning, inclusivity, and diversity
Management of P&L	Experience as highest authority of an organization in monitoring and directing business' revenue and spending and guiding the deployment of resources and investments, in order to achieve a strategic outcome for the stakeholders.

In the table below, the specific areas of focus or expertise of individual Board members have been highlighted. However, the absence of a mark against a director's name does not necessarily mean the member does not possess the corresponding qualification or skill.

Name of the Directors	Skills/Expertise/Competencies								
	Strategic Management	Governance, Risk and Compliance	Industry Knowledge and experience	International Exposure	Accounting and Finance	Sales and Marketing	Technology	Human Capital and Diversity	Management of P&L
Mr. Soumitra Bhattacharya	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr. Stefan Grosch	✓	✓	✓	✓	✓			✓	✓
Ms. Hema Ravichandar	✓	✓		✓				✓	
Dr. Gopichand Katragadda	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dr. Pawan Kumar Goenka	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ms. Padmini Khare	✓	✓	✓		✓			✓	✓
Mr. Guruprasad Mudlapur	✓	✓	✓	✓		✓	✓	✓	✓
Mr. Sandeep Nelamangala	✓		✓	✓		✓	✓		✓

(c) Profile of Directors:

1. Mr. Soumitra Bhattacharya, Chairman and Non-Executive Director.

DIN: 02783243

Age: 66 Years

Date of appointment as a Non-Executive Director: August 02, 2023

Mr. Soumitra Bhattacharya, with a rich tenure of over 40 years of which 28 years traversed at Bosch - in various function e.g. VP Plant Management to assignments in Germany and Türkiye and continuing at Bosch Limited. as the Chief Financial Officer (CFO) from 2011 to 2016 and then as Joint Managing Director (2012-2016) and later as Managing Director (2017-2023) and as the Regional President for the Bosch Group in India until his retirement on June 30, 2023. His portfolio encompassed entire responsibility for Bosch India.

His commitment to industry excellence continued post-retirement when he assumed the role of CEO and Director at Indian Foundation for Quality Management (IFQM) in July 2023, an initiative driven by Captains of Industry centered around Quality, Excellence, and Innovation on a Nation First approach.

Mr. Soumitra continues his association with Bosch in India as the Chairperson of the Board of Bosch Limited (Non-Executive), as an Independent Director of Asian Paints Ltd, Tata Elxsi Ltd. and as a Nominee Director of Tata Indian Institute of Skills, Chairperson of CII-IQ & Advisory Board on Corporate Governance for IIMB.

Before his time at Bosch, with key management roles at TATA Steel, IPITATA, INDAL, and as one of the starting members for Tanishq of Titan Company Limited. A Chartered Accountant by profession, his academic foundation was laid at The Institute of Chartered Accountants of India, where he completed his article-ship from Price Waterhouse.

Concurrently, he has been a significant part of the Confederation of Indian Industry (CII), chairing the Karnataka State Council for CII in India (2013-2014), co-chairing for CII-National Skills Committee (2017-2019), chairing the CII National Committee on MNCs (2020-2023), and contributing passionately towards business excellence and corporate agility from 2013 to 2023. Soumitra is the Chair of the CII Institute of Quality Advisory Council for the year 2025-26.

He has spoken extensively in India and across the world on various platforms – Social and Corporate, on topics which he is passionate – Quality, Business Excellence, Innovation, and Business Strategy.

2. **Mr. Stefan Grosch, Non-Executive Director**
DIN: 10145827
Age: 60 Years

Date of appointment as a Non-Executive Director: May 10, 2023

Mr. Stefan Grosch has been a member of the board of management and Director of Industrial Relations at Robert Bosch GmbH since April 1, 2023. His responsibilities include Human Resources and Social Welfare. In addition, he is responsible for Occupational Safety, Environmental Protection and Sustainability, Legal services, Compliance Management, and Taxes as well as the Bosch business in India.

Grosch studied business administration at the University of Cologne, Germany, and the ESADE business school in Barcelona, Spain.

Career stages in the Bosch Group:	
1992	Junior manager program, controlling/ logistics, Starter Motors, and Generators division, Schwieberdingen, Germany.
1996	Head of logistics planning, head of plant controlling and financial accounting, Treto, Spain.
2000	Commercial plant manager and head of finance and controlling for Bosch Latin America, Campinas, Brazil.
2004	Corporate department for controlling, planning, mergers, and acquisitions, Gerlingen, Germany .
2007	Commercial vice president for commercial vehicles, Diesel Systems division, Stuttgart, Germany .
2013	Head of corporate department for internal auditing, Gerlingen, Germany .
2017	Executive vice president for commercial affairs and director of industrial relations, Automotive Steering division, Schwäbisch Gmünd, Germany .
October 2022	Executive vice president for commercial affairs, Powertrain Solutions division, Stuttgart, Germany.
April 2023	Member of the board of management and director of industrial relations, Robert Bosch GmbH .

3. **Ms. Hema Ravichandar, Independent Director.**
DIN: 00032929
Age: 65 Years

Date of re- appointment as an Independent Director: September 02, 2022

Ms. Hema Ravichandar holds a bachelor's degree in arts (Economics) from Stella Maris College, Madras University and a Post Graduate Diploma in Management from IIM, Ahmedabad.

Ms. Hema Ravichandar is a Strategic HR Advisor with over 40+ years of industry experience advising several Indian and Multinational Corporations and has served / is serving on the Boards of several Companies. She currently advises several Indian and multinational corporations and is on the Board of several companies. Until 2005, she served as Senior Vice- President and Global Head of Human Resources for Infosys Limited. Under her HR Leadership, Infosys won several "Best Employer of the Year" awards in India and was placed in Top 100 rankings, overseas.

Ms. Ravichandar has deep expertise in Human Resources Development – Managing Scale, Risk, Execution and Leadership Development, Corporate Governance, Change Management, Succession Planning, Diversity and Inclusion, POSH initiatives and Immigration scenarios. She is a seasoned Coach and has worked extensively with both business and functional leaders, CEOs and Board Members in transforming their leadership styles for maximum impact and lasting change.

Ms. Ravichandar has won several awards and accolades including three "HR Professional of the Year" awards, listings amongst the "25 Most Powerful Women in India" and "Successful Women Professionals in IT". She was also conferred with the "Outstanding HR Professional of the Year" by the National HRD Network. Most recently, she was conferred the Lifetime Achievement Award by People Matters and the Devi Award by The New Indian Express. She has held positions in industry bodies, including on the National Executive Board of NHRDN. She has also served on several award juries.

As an HR Thought Leader, Hema regularly opined on several aspects in her longstanding column 'HR Matters', in the Mint, a business newspaper from HT Media Ltd.

4. **Dr. Gopichand Katragadda, Independent Director.**
DIN: 02475721
Age: 58 Years

Date of re- appointment as an Independent Director: December 04, 2023

Dr. Gopichand Katragadda is the Founder and CEO of Myelin Foundry, an AI company with a vision to transform human experiences and outcomes in media & entertainment, industrial IoT, and automotive. He is an Independent Director of Bosch Limited, Asian Paints Limited, and ICICI Securities Limited. He is also the President of the IET, Board of Trustees, UK. He is an advisor for the NASSCOM CoE for Data Science and AI and SPARSH Hospitals. In addition, Gopi is an investor and advisor in early-stage Deep Tech Startups.

Till January 2019, Gopi was the Group Chief Technology Officer and Innovation Head of Tata Sons. At Tata Sons, he facilitated the development of pioneering products and services, strategic technology collaboration, and innovation across the $100 billion Tata Group. Previously, as the Chairperson and Managing Director of GE India Technology Centre, he helped grow GE's largest R&D Centre – the John F. Welch Technology Centre, to be among the world's leaders in intellectual property generation.

Dr. Gopi is a past Chairperson of the CII National Technology Committee and led various state committees. He is a GE Certified Six Sigma Master Black Belt. Gopi helped establish the Advanced Materials CoE at IIT-Madras and the Advanced Manufacturing CoE at IIT-Kharagpur. In addition, he has framed the CII-Tata Communications Digital Transformation CoE. Gopi also set up and managed the ongoing Tata research collaborations with Harvard and Yale.

Dr. Gopi has authored a book on innovation titled "SMASH," currently in its second edition. In addition, he has over 30 journal publications, five patents, several invited presentations, and citations of his research work. Gopi holds a BE degree in Electronics Engineering from Bangalore University, MS, and Ph.D. in Electrical Engineering from Iowa State University.

5. **Dr. Pawan Kumar Goenka, Independent Director.**
DIN: 00254502
Age: 72 Years

Date of appointment as an Independent Director : May 21, 2021

Dr. Pawan Goenka earned his B. Tech. in Mechanical Engineering from IIT, Kanpur and Ph.D. from Cornell University, U.S.A. He is also a Graduate of Advanced Management Program from Harvard Business School. He worked at General Motors R&D Centre in Detroit, U.S.A. from 1979 to 1993. Dr. Goenka joined Mahindra & Mahindra Ltd. in 1993 as General Manager (R&D) and led the development of the Scorpio SUV. Dr. Goenka is credited with building a strong R&D infrastructure, a robust product portfolio for Mahindra and is widely recognized as a statesman of the Indian Auto Industry. Dr. Goenka served on the boards of several Mahindra Group Companies, both domestic and international. He retired from Mahindra as Managing Director and CEO on April 01, 2021.

Under Dr. Pawan Goenka's leadership, IN-SPACe has been at the forefront of implementing space reforms in India, facilitating private sector participation to boost the space economy and create a self-reliant, sustainable ecosystem. He was instrumental in shaping the Indian Space Policy 2023 and overseeing the release of Norms, Guidelines, and Procedures for its implementation. Dr. Goenka also played a key role in liberalizing the FDI policy for the space sector. Under his guidance, IN-SPACe launched the Decadal Vision and Strategy for the Indian space economy, along with an implementation roadmap aimed at increasing India's share in the global space economy. The Strategy roadmap is being implemented through various initiatives by IN-SPACe, including fostering partnerships between Indian private space players and international agencies & foreign private players. Under Dr. Goenka's leadership IN-SPACe is actively championing collaboration between ISRO and private players, facilitating technology transfers and handholding industry. His efforts continue to position the Indian private space sector as an emerging leader in the global space industry, attracting international interest and investment.

Dr. Pawan Goenka has received several awards such as Padma Shri in the 'Trade and Industry' category in 2025 for his contributions to the space sector and automotive industry in India, Burt L. Newkirk Award, Charles L. McCuen Achievement Award, the FISITA Medal of Honour, Automotive Man of the Year Award, CV Man of the Year Award, Lifetime Achievement Award & Param Shreshth Award. Dr. Goenka was also honoured with the Lifetime achievement Award for his unparalleled contribution to the automotive industry by The Automotive Component Manufacturers Association (ACMA) in March 2022.

Dr. Goenka received the Distinguished Alumni Award from IIT Kanpur in 2004 and was also conferred with the Doctor of Science (honoris causa) in 2015. He is a Fellow of SAE International and of The Indian National Academy of Engineers and a member of National Academy of Engineers, USA.

Dr. Goenka is past President of SIAM, of the Society of Automotive Engineers India, the ARAI Governing Council, and served as a Board Member of National Skills Development Corporation (NSDC) and a member of Confederation of Indian Industries (CII) National Council. He is currently serving as the Chairperson of the Board of Governors of IIT Madras and an Independent Director on the Sun Pharma Board. Dr. Goenka is the Chairperson of the Steering Committee for Advancing Local value-add and Exports (SCALE), an initiative under the Ministry of Commerce & Industry.

6. **Ms. Padmini Khare, Independent director.**
DIN: 00296388
Age: 61 Years

Date of appointment as an Independent Director: May 19, 2022

Ms. Padmini is the Managing Partner of B. K. Khare & Co. (the Firm)-one of the leading and reputed Indian Accounting Firms practicing in the profession for more than six decades.

Ms. Padmini joined the accountancy profession in 1990 after completing her BSc in Mathematics. Apart from being a qualified Chartered Accountant from ICAI, she is also a Certified Public Accountant (USA) and a Diploma in Business Finance from Institute of Chartered Financial Analysts of India.

Ms. Padmini has over 25 years of wide and varied experience in serving large and mid-sized clients in a variety of businesses - Manufacturing, Oil and Gas, Banking and Financial services, Insurance, IT, Hospitality, Real estate and Retail sectors. The firm has had the privilege of working very closely with reputed Indian business houses like the Mahindra's, Thermax, Finolex, Tatas, HDFC, L&T, TVS group to name a few.

Ms. Padmini is one of the respected names in the Banking Financial Services & Insurance (BFSI) domain. She holds a unique position in serving to this sector in multiple roles i.e. as a signing partner representing Statutory auditors, as an advisor/consultant for entity level strategies, as a board member on reputed companies like IndusInd Bank, Tata Cleantech Capital, Kotak Mahindra Investments Limited and National Payments Corporation of India.

Under her leadership, the firm has grown to be a full service firm with presence across geographies in India. She has been spearheading several initiatives of the firm in various spheres of Practice to strengthen its position as a leading accounting firm.

Ms. Padmini has been instrumental in forging an international footprint of the firm through its affiliation & membership with Morison KSi – a UK headquartered global association of leading Accounting services firms with presence in 72 countries, which has helped to service client requirements globally.

The firm has a culture of strong ethics and professional integrity which is reflecting in value creation for the clients. This approach has fostered trusted long-term relationships with clients many of whom are large business houses of repute and leaders in the markets they represent in the country.

Ms. Padmini's experience as an accountant for a cross section of reputed companies enables her to have holistic view of an organisation and render appropriate advice not only on Risk and Governance but also on business/organisational matters.

Ms. Padmini has been on Boards, as independent director, in reputed companies such as Indusind Bank, Gabriel India etc.

Currently, she sits on the boards of :

- **National Payments Corporation of India -** an initiative of Reserve Bank of India and Indian Banks Association under the provisions of the Payment and Settlement Systems Act, 2007, for creating a robust Payment & Settlement Infrastructure in India
- **Tata Chemicals Limited** - Serving as an audit committee chair, one of the largest chemical companies in India and a part of the most reputed corporate group - *Tata*
- **Rallis India Limited -** A Tata Group company – world's leading trusted solutions provider on agri-inputs
- **Bosch Limited** - Leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology
- **Franklin Templeton Asset Management (IFSC) Private Limited –** Part of a leading global fund management firm

She was also associated with Kotak Mahindra Investment Ltd - a part of India's one of the largest private banking Kotak Group specialised into structured finance products, and J.B. Chemicals & Pharmaceuticals Limited - a leading Indian pharmaceutical company, as an independent director in the recent past.

Ms. Padmini takes keen interest the visual & performing arts with a more deep appreciation of classical music both Indian & Western.

She also runs two family trusts; one supporting the modern education & the other running a Veda Pathashala where students learn under the Gurukul system.

7. **Mr. Guruprasad Mudlapur, Managing Director.**
DIN: 07598798
Age: 60 Years

Date of appointment as a Managing Director: July 01, 2023

Mr. Guruprasad Mudlapur has been the President of Bosch Group in India and the Managing Director of Bosch Limited since July 01, 2023, and Chief Technology Officer of Bosch Limited, since 2022.

He has been Vice President at Robert Bosch Engineering and Business Solutions India Ltd. (now Bosch Global Software Technologies Privaye Limited) in 2013 where he headed the electronics engineering division and was responsible for design & development of automotive semiconductors and Electronics Control Units. He was also Regional President and Managing Director of Bosch Automotive Electronics Private Limited.

He also managed the project house for Electrification within Bosch India and was responsible for Electrification Engineering unit set-up and building future ready competencies for Electric Light Commercial vehicles, Passenger cars, Hydrogen Internal combustion Engines and Fuel Cell Electric Vehicles.

Prior to joining Bosch in 2008, he was with NXP Semiconductors at Singapore and The Netherlands, involved in semiconductor development for mobile phones, in addition to personal communication and digital televisions for almost 15 years.

Mr. Guruprasad Mudlapur holds a bachelor's degree in Electronics Engineering from Bangalore University in 1988 and has done his EGMP at Indian Institute of Management, Bangalore in 2011.

Career stages in the Bosch Group:	
2008	General Manager, HW & Semiconductor Engineering, Robert Bosch Engineering and Business Solutions Private Limited .
2013	Vice President, Electronics Control Unit design & development, Robert Bosch Engineering and Business Solutions Private Limited.
2016	Regional President & Managing Director of Bosch Automotive Electronics India Private Limited·
2018	Head - Project House Electrifications, Bosch Limited.
2022	Joint Managing Director & Chief Technology Officer, Bosch Limited
2023	President, Bosch Group in India, and Managing Director, Bosch Limited

8. Mr. Sandeep Nelamangala, Joint Managing Director.

DIN: 08264554

Age: 55 Years

Date of appointment as a Joint Managing Director : July 01, 2023

Mr. Sandeep Nelamangala holds a degree in Mechanical Engineering from the University of Mysore.

Mr. Sandeep N. has been associated with the Company since 1992 and is a Whole-time Director on the Board of the Company since February 12, 2021.

Career stages in the Bosch Group:	
1992	Technical Graduate Trainee, Bosch Limited, India.
1994-1997	Regional OE Sales account for Cummins Engines Company, USA.
1997-1999	Resident Engineer in Bosch, Diesel Systems (Stuttgart, Germany).
1999-2000	Bosch resident engineer in Cummins Engines Company, USA.
2001-2007	Regional Sales account for Diesel Systems (Tata Motors, Mahindra).
2007	Key account sales responsibility for Bosch Diesel Systems – Passenger Car India.
2008	Additional key account responsibility for Gasoline Systems, India.
2011	Regional President for Gasoline Systems India.
2015	Additional responsibility for 2-wheeler and power sports business in India.
2016-April (2018)	Senior Vice President Business Unit Fuel Injection, Gasoline Systems Division, Germany.
2019	Non-Executive Director of ZF Steering Gear (India) Limited (Ceased to be a Director from April 5, 2023).
Feb 2021	Executive Director of Bosch Limited.
July 2023	Joint Managing Director of Bosch Limited.
Jan 2024	President, Bosch Mobility India Global President, Bosch Mobility Platform and Solutions

(d) Attendance at Annual General Meeting and Board Meetings:

Name of Director	73rd AGM on Aug 05, 2025	Board Meeting 2025			Board Meeting 2026			Held during tenure	Attended	% of attendance
		1 May 27	2 Aug 04	3 Nov 11	4 Feb 06	5 Feb 17	6 March 18			
Mr. Soumitra Bhattacharya	✓	✓	✓	✓	✓	✓	✓	6	6	100
Mr. Stefan Grosch	✓	✓*	✓	✗	✓	✗	✓	6	4	67
Ms. Hema Ravichandar	✗	✓	✓	✓	✓	✓	✓	6	6	100

Name of Director	73rd AGM on Aug 05, 2025	Board Meeting						Held during tenure	Attended	% of attendance
		2025			2026					
		1	2	3	4	5	6			
		May 27	Aug 04	Nov 11	Feb 06	Feb 17	March 18			
Dr. Gopichand Katragadda	✓	✓	✓	✓	✓	✓	✓	6	6	100
Dr. Pawan Kumar Goenka	✓	✓	✓	✓	✓	✓	✓	6	6	100
Ms. Padmini Khare	✓	✓	✓	✓	✓	✓	✗	6	5	83
Mr. Guruprasad Mudlapur	✓	✓	✓	✓	✓	✓	✓	6	6	100
Mr. Sandeep N	✓	✓	✓	✓	✓	✗	✓	6	5	83

✓ Attended in person ✓ Attended via video conference ✗ Leave of absence

(e) Disclosure of relationships between directors inter-se:

None of the Directors are inter-se related to each other.

(f) Number of shares and convertible instruments held by non- executive directors:

None of the Directors hold any shares and convertible instruments in the Company.

(g) Independent Directors:

As on date of this report, the Company has 4 Independent Directors who bring their objective judgement and diverse expertise to the boardroom. Independent Directors play a significant role in the governance processes of the Board. By virtue of their varied expertise and experience, they enrich the Board's decision-making and prevent possible conflicts of interest that may emerge in such decision-making and safeguards the interests of all stakeholders, particularly the minority shareholders.

The appointment of Independent Directors is carried out in a structured manner in accordance with the provisions of the Act and the Listing Regulations. The Nomination & Remuneration Committee identifies candidates based on certain laid down criteria and takes into consideration the need for diversity of the Board. For every appointment of an independent director, the Nomination and Remuneration Committee evaluates the balance of skills, knowledge, and experience available on the Board and based on such evaluation, prepares a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director possesses the capabilities identified in such description.

A letter of appointment encompassing the terms and conditions of appointment, roles, duties, and liabilities have been issued to the Independent Directors. The main terms of appointment have been uploaded on the website of the Company under the section 'Shareholder Information.'

The Company has received the necessary declaration from each Independent Director in accordance with Section 149(7) of the Act and Regulation 16(1)(b) and 25(8) of the Listing Regulations, that he/she meets the criteria of independence as laid out in Section 149(6) of the Act and Regulations 16(1)(b) of the Listing Regulations. In the opinion of the Board, there has been no change in the circumstances which may affect their status as Independent Directors of the Company and the Board is satisfied of the integrity, expertise, and experience (including proficiency in terms of Section 150 of the Act and applicable rules thereunder) of all Independent Directors on the Board. The Board of Directors confirms that all the Independent Directors of the Company fulfil the conditions specified under the Listing Regulations and are Independent of the Management of the Company.

Independent Directors separate meeting

During 2025-26, the Independent Directors met separately on May 27, 2025, without the presence of Non-Independent Directors and members of the management in compliance with Regulation 25 (3) of the Listing Regulations and Schedule IV of the Act. At the said meeting, the Independent Directors, inter-alia considered the following:

(i) Reviewed the performance of Non-Independent Directors and the Board of Directors as a whole.

(ii) Reviewed the performance of the Chairperson of the Company, considering the views of executive Directors and Non-Executive Directors.

(iii) Assessed the quality, quantity, and timeliness of flow of information between the management of the listed entity and the Board of Directors that is necessary for the Board of Directors to effectively and reasonably perform their duties.

The Independent Directors expressed satisfaction on the performance of Non-Independent Directors, the Chairperson, and the Board as a whole. The Independent Directors were also satisfied with the quality, quantity, and timeliness of flow of information between the Company Management and the Board.

Apart from the above meeting date, the Independent Directors also meet amongst themselves before any scheduled board meetings.

Familiarization for Independent Directors:

Familiarization programmes for Independent Directors form a part of the Board process. The Independent Directors are updated on an on-going basis at the Board/Committee Meetings, inter-alia, on the following:

(i) Nature of the industry in which the Company operates.

(ii) Business environment and operational model of various business divisions of the Company including important developments thereon.

(iii) Roles, rights, and responsibilities of Directors.

(iv) Significant changes in regulatory framework having impact on the Company.

(v) Bosch Group business; and

(vi) The manufacturing facilities of the Company at various locations.

At the time of induction, the Company familiarizes the Independent Directors with industry outlook, business strategy, Company's operations, their roles, and responsibilities, etc. Thereafter, the Independent Directors are provided with necessary presentations, documents, reports, internal policies, and updates to familiarise them with the Company's business, policies, procedures, and practices at various meetings held during the year.

Details of the Familiarization programme for Independent Directors has been uploaded on the website of the Company under 'Shareholder Information' section. Please refer to the links provided after the Directors Report.

3. Committees of Board

(i) Audit Committee

(a) Terms of reference:

The terms of reference given by the Board of Directors as contemplated under Section 177 of the Act and Regulation 18 read with Part C of Schedule II of the Listing Regulations are briefly described below:

1. Oversight of the Company's financial reporting process and disclosure of its financial information to ensure that the financial statement is correct, sufficient, and credible.
2. Recommend appointment, remuneration and terms of appointment of auditors of the Company.
3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
4. Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
   a. matters required to be included in the Director's Responsibility Statement to be included in the Board's Report in terms of clause (c) of sub-section 3 of Section 134 of the Companies Act, 2013.
   b. changes, if any, in the accounting policies and practices and reasons for the same.
   c. major accounting entries involving estimates based on the exercise of judgment by management.
   d. significant adjustments made in the financial statements arising out of audit findings.
   e. compliance with listing and other legal requirements relating to financial statements.
   f. disclosure of any related party transactions
   g. modified opinion(s) in the draft audit report.
5. Reviewing with the management:

   The quarterly financial statements before submission to the Board for approval.

   The statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue or preferential issue or qualified institution placement and making appropriate recommendations to the Board to take steps in this matter.
6. Review and monitor the auditor's independence and performance, and effectiveness of audit process.
7. Approval or/and any subsequent modification of transactions of the Company with related parties.
8. Scrutiny of inter-corporate loans and investments.
9. Valuation of undertakings or assets of the Company, wherever it is necessary.
10. Evaluation of internal financial controls and risk management systems
11. Reviewing with the management performance of statutory and internal auditors, adequacy of the internal control systems.
12. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit.
13. Discussion with internal auditors of any significant findings and follow up there on.
14. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.
15. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern.

16. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors.
17. To review the functioning of the Whistle Blower mechanism.
18. Approval of appointment of Chief Financial Officer after assessing the qualifications, experience, and background, etc. of the candidate.
19. Reviewing the utilization of loans and/ or advances from/investment by the holding company in the subsidiary exceeding rupees 100 Crores or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on April 01, 2019.
20. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the listed entity and its shareholders, and
21. Carrying out any other function as mentioned under the Act, the Listing Regulations or decided by the Board from time to time.

(b) Committee composition and meetings held during the year:

During the year under review, 7 meetings of the Audit Committee were held on May 26, 2025, August 04, 2025, November 10, 2025, November 26, 2025, February 06, 2026, February 17, 2026 and March 18, 2026. The constitution and number of meetings attended by members of the Committee are given below:

Name of Director	Category	Meeting							Held during tenure	Attended	% of attendance
		2025				2026					
		1	2	3	4	5	6	7			
		May 26	Aug 04	Nov 10	Nov 26	Feb 06	Feb 17	March 18			
Ms. Padmini Khare	Chairperson	✓	✓	✓	✓	✓	✓	✓	7	7	100
Mr. Soumitra Bhattacharya	Member	✓	✓	✓	✓	✓	✓	✓	7	7	100
Mr. Stefan Grosch	Member	✓	✓	✗	✗	✓	✗	✓	7	4	57
Ms. Hema Ravichandar	Member	✓	✓	✓	✓	✓	✓	✓	7	7	100
Dr. Gopichand Katragadda	Member	✓	✓	✓	✓	✓	✓	✓	7	7	100
Dr. Pawan Kumar Goenka	Member	✓	✓	✓	✓	✓	✓	✓	7	7	100

✓✓ Attended in person ✓✓ Attended via video conference ✗✗ Leave of absence

The Company Secretary acts as Secretary to the Audit Committee. All members of the Audit Committee are financially literate and have accounting and related financial management expertise.

(ii) Nomination and Remuneration Committee

(a) Terms of Reference:

The terms of reference given by the Board of Directors as contemplated under Section 178 of the Act and Regulation 19 read with Part D of Schedule II of the Listing Regulations are briefly described below:

1. Formulation of criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy relating to the remuneration of the Directors, key managerial personnel, and other employees.
2. Formulation of criteria for evaluation of Independent Directors and the Board including carrying out evaluation of every director's performance.
3. Devising a policy on Board diversity.
4. Identifying persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down and recommend to the Board their appointment and removal.
5. Whether to extend or continue the term of appointment of the independent director, based on the report of performance evaluation of independent Directors.
6. Recommend to the board, all remuneration, in whatever form, payable to senior management.
7. For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge, and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board

for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:

a. use the services of an external agencies, if required.

b. consider candidates from a wide range of backgrounds, having due regard to diversity; and

c. consider the time commitments of the candidates, and

8. Such other matters as may be prescribed under the Act, Listing Regulations and or by the Board of Directors of the Company from time to time.

(b) Committee composition and meetings held during the year: -

During the year under review, 6 meetings of the Nomination and Remuneration Committee were held on May 27, 2025, August 04, 2025, November 10, 2025, November 26, 2025, February 06, 2026, and February 17, 2026. The constitution and number of meetings attended by members of the Committee are given below:

Name of Director	Category	Meeting						Held during tenure	Attended	% of attendance
		2025			2026					
		1	2	3	4	5	6			
		May 27	Aug 04	Nov 10	Nov 26	Feb 06	Feb 17			
Ms. Hema Ravichandar	Chairperson	✓	✓	✓	✓	✓	✓	6	6	100
Mr. Soumitra Bhattacharya	Member	✓	✓	✓	✓	✓	✓	6	6	100
Mr. Stefan Grosch	Member	✓	✓	✗	✓	✓	✗	6	4	67
Dr. Gopichand Katragadda	Member	✓	✓	✓	✓	✓	✓	6	6	100
Dr. Pawan Kumar Goenka	Member	✓	✓	✓	✓	✓	✓	6	6	100
Ms. Padmini Khare	Member	✓	✓	✓	✓	✗	✓	6	5	83

✓ Attended in person ✓ Attended via video conference ✗ Leave of absence

(c) Performance Evaluation of Board, Committees and Directors:

Formal annual evaluation of performance of the Board, its committees and individual Directors is conducted in the manner specified by the Nomination and Remuneration Committee. In line with the provisions of the Act and the Listing Regulations, the Board has conducted the annual Performance evaluation of the Board as a whole, its Committees, the Chairperson, and the Directors individually.

A structured questionnaire approved by the Nomination and Remuneration Committee, covering various aspects of the functioning of Board and Committees was circulated to the Directors. Measures for improvements to the Board/Committees effectiveness and processes are identified and acted upon. The consolidated Evaluation Report of the Board/Committees, based on inputs received from the Directors was discussed at the meeting of the Board held on May 20, 2026, and the action areas identified in the process will be implemented to ensure a better interface at the Board/ Management level.

Criteria for Performance Evaluation of independent directors: The criteria for evaluation of Independent Directors broadly covers director participation, managing relationships, knowledge and skill, personal attributes, and independence.

(d) Senior Management Personnel(s):

The Board of Directors, based on the recommendations of Nomination and Remuneration Committee, has identified category of Senior Management Personnel(s), pursuant to the provisions of Regulation 16(1)(d) of the Listing Regulations. Details of Senior Management Personnel(s) as on March 31, 2026, are as under:

Sr. No	Name	Position
1.	Mr. Guruprasad Mudlapur (KMP)	Managing Director and Chief Technology Officer
2.	Mr. Sandeep Nelamangala (KMP)	Joint Managing Director
3.	Ms. Karin Gilges (KMP)	Chief Financial Officer
4.	Mr. V. Srinivasan (KMP)	Company Secretary & Compliance Officer
5.	Mr. Suresh Babu R (SMP) (*Upto May 31, 2025, retired*)	Head- Human Resources.
6.	Mr. Anjan Kumar (SMP)	Regional President- Power Solutions Division.
7.	Mr. Nishant Sinha (SMP) (*Up to January 14, 2026, resigned*)	Regional President - Power Tools India.

Sr. No	Name	Position
8.	Dr.-Ing. Hüseyin Özmeral (SMP)	Executive Vice President - Manufacturing and Quality.
9.	Mr. Arvind M C (SMP) (*Upto August 31, 2025, resigned*)	General Counsel
10.	Ms. Reethi Sethi (SMP)	Regional President- Mobility After Market India and Senior Vice President.
11.	Ms. Pallavi Shastri (SMP) *(with effect from May 01, 2025)*	Senior Vice President – Human Resource
12.	Mr. Raman Kumar Singh (SMP) *(with effect from May 01, 2025)*	Senior Vice President – Human Resource
13.	Mr. Sanmay Dasgupta (SMP) (*with effect from February 06, 2026*)	Regional President - Power Tools India.

SMP- Senior Management Personnel, KMP – Key Managerial Personnel

(iii) Stakeholders' Relationship Committee

(a) Terms of Reference:

The terms of reference given by the Board of Directors as contemplated under Regulation 20 read with Part D of Schedule II of the Listing Regulations and Section 178 of the Act, as applicable are briefly described below:

(i) Resolving the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.,

(ii) Review of measures taken for effective exercise of voting rights by shareholders.

(iii) Review of adherence to the service standards adopted by the listed entity in respect of numerous services being rendered by the Registrar & Share Transfer Agent.

(iv) Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the Company.

(b) Committee composition and meetings held during the year:

During the year under review, the Stakeholders' Relationship Committee met 2 times on May 26, 2025, and November 10, 2025. The constitution and number of meetings attended by members of the Committee are given below:

Name of Director	Category	Meetings 2025		Held during tenure	Attended	% of attendance
		1	2			
		May 26	Nov 10			
Dr. Gopichand Katragadda	Chairperson			2	2	100
Mr. Soumitra Bhattacharya	Member			2	2	100
Ms. Padmini Khare	Member			2	2	100
Mr. Guruprasad Mudlapur	Member			2	2	100

Attended in person Attended via video conference Leave of absence

(c) Name and designation of the compliance officer.

The Compliance Officer monitors the email address for grievance redressal division i.e., Secretarial.Corp@in.bosch.com or investor@in.bosch.com designated for the purpose of registering complaints by investors:

Name of the Compliance Officer: Mr. V Srinivasan

Shareholders may also contact the Registrar & Share Transfer Agent of the Company for matters relating to transfer/dematerialization of shares, payment of dividend, IEPF query or any other query relating to Equity Shares of the Company.

(d) Number of shareholders' complaints received during the financial year.

Details of shareholders' complaints received during the Financial Year 2025-26 is given below:

Number of shareholders' complaints received during the Financial Year 2025-26	12
Number of complaints solved to the satisfaction of the shareholder	11
Number of pending complaints as on March 31, 2026	01

(iv) Corporate Social Responsibility Committee

(a) Terms of Reference:

The Corporate Social Responsibility Committee is entrusted with the following responsibilities:

(i) To formulate and recommend to the Board, CSR Policy inter-alia indicating the CSR thrust areas and including guiding principles for selection, implementation, and monitoring of activities as well as formulation of the annual action plan.

(ii) To recommend annual CSR budget and allocation between proposed projects.

(iii) To formulate and recommend to the Board, annual action plan in pursuance of the Company's CSR policy which shall include the following:

a. the list of CSR projects or programmes;

b. the manner of execution of such projects or programmes;

c. the modalities of utilization of funds and implementation schedules for the projects or programmes;

d. monitoring and reporting mechanism for the projects or programmes; and

e. details of need and impact assessment, if any, for the projects undertaken by the Company:

(iv) To monitor the implementation of CSR programs / projects periodically. In case of ongoing project, monitor the implementation of the project with reference to the approved timelines and year-wise allocation and make modifications, if any, for smooth implementation of the project within the overall permissible time period. And forward quarterly progress reports to the Board of Directors.

(v) Ensure that impact assessment is conducted, through an independent agency, of CSR projects having outlays of one Crores rupees or more, and which have been completed not less than one year before undertaking the impact study and the impact assessment reports are placed before the Board.

(vi) Provide compliance oversight and ensure adoption of best practices and standards.

(vii) To ensure transparency in reporting and communication with stakeholders on CSR projects and initiatives.

(b) Committee composition and meetings held during the year:

During the year under review, the Corporate Social Responsibility Committee met 3 times on May 26, 2025, November 10, 2025, and January 28, 2026. The constitution and number of meetings attended by members of the Committee are given below:

Name of Director	Category	Meetings			Held during tenure	Attended	% of attendance
		2025		2026			
		1	2	3			
		May 26	Nov 10	Jan 28			
Dr. Gopichand Katragadda	Chairman	✓	✓	✓	3	3	100
Mr. Soumitra Bhattacharya	Member	✓	✓	✓	3	3	100
Ms. Hema Ravichandar	Member	✓	✓	✓	3	3	100
Mr. Guruprasad Mudlapur	Member	✓	✓	✓	3	3	100

✓ Attended in person ✓ Attended via video conference ✗ Leave of absence

(v) Risk Management Committee:

(a) Terms of Reference:

The Risk Management Committee is entrusted with the following responsibilities:

(i) To formulate a risk management policy for the Company.

(ii) To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems.

(iii) To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity.

(iv) To ensure that appropriate methodology, processes, and systems are in place to monitor and evaluate risks associated with the business of the Company.

(v) To frame, implement and monitor the risk management plan of the Company.

(vi) To monitor and review cyber security in the Company.

(vii) To keep the board of Directors informed about the nature and content of its discussions, recommendations, and actions to be taken.

(viii) The appointment, removal, and terms of remuneration of the Chief Risk Officer (if any)

(b) *Committee composition and meetings held during the year*:

During the year under review, the Risk Management Committee met 3 times on August 04, 2025, November 11, 2025, and February 06, 2026. The constitution and number of meetings attended by members of the Committee are given below:

Name of Director	Category	Meetings			Held during tenure	Attended	% of attendance
		2025		2026			
		1	2	3			
		Aug 04	Nov 11	Feb 06			
Dr. Pawan Kumar Goenka	Chairperson	✓	✓	✓	3	3	100
Mr. Stefan Grosch	Member	✓	✓	✓	3	2	67
Ms. Padmini Khare	Member	✓	✓	✓	3	2	67
Mr. Guruprasad Mudlapur	Member	✓	✓	✓	3	3	100
Mr. Sandeep Nelamangala	Member	✓	✓	✓	3	3	100

✓ Attended in person ✓ Attended via video conference ✓ Leave of absence

Based on the recommendation of the Committee, the Board has appointed Ms. Karin Gilges, the Chief Financial Officer as the Chief Risk Officer (CRO) effective from May 01, 2022. As the CRO, Ms. Karin Gilges is responsible for defining and maintaining risk management framework in the Company.

4. Remuneration of Directors:

(a) Details of Remuneration:

Whole-time Directors/Executive Directors:

The remuneration payable to the Executive Directors is in line with the Act, the Listing Regulations and Nomination and Remuneration Policy for remunerating Senior Management Executives.

The Company has a well-defined Policy for Remuneration of the Director, Key Managerial Personnel, and other Employees. The remuneration Policy has been uploaded on the website of the Company under 'Shareholder Information' section.

Remuneration of Executive Directors consists of a fixed salary and variable bonus. The Board of Directors, on the recommendation of Nomination and Remuneration Committee, determines the variable bonus from year to year based on the economic results and performance.

In addition, Executive Directors receive benefits such as Company owned/leased house, services of security for the house and garden maintenance, company car and driver, telephone at home, club membership and reimbursement of joining time expenses and similarly on their return as well as other benefits extended to the Senior Management Executives, as per the Company's policy, from time to time.

The Executive Directors were not granted stock options during the year under review.

Details of remuneration paid to Executive Directors during the financial year are given below:

Amount in ₹

Details	April 1, 2025 - March 31, 2026	
	Mr. Guruprasad Mudlapur (Managing Director)	Mr. Sandeep Nelamangala (Joint Managing Director)
Salary	24,892,538	19,754,935
Commission/ Bonus	19,045,740	17,015,224
Contribution to Provident Fund & other funds	2,140,008	5,701,123
Other perquisites as per Income Tax Rules (incl. book depreciation on assets used by the Directors)	2,692,793	4,180,299
Stock Options	NA	NA
Notice Period*	12 months	12 months
Severance Fees	Nil	Nil
Grand total	**48,771,079**	**46,651,581**

**Unless otherwise decided by the Board*

Non-Executive Directors:

Remuneration to Non-Executive Directors is paid of Commission and Sitting Fee for attending the meetings of the Board / Committees in addition to reimbursement of expenses incurred for attending the meetings. The Non-Executive Directors were not granted stock options during the year under review.

The Commission is based on the profits of the Company, for an aggregate amount not exceeding ₹ 30,000,000 for all Non-Whole-time Directors in respect of Financial Year as per the approval granted by the members of the Company at the 66th AGM held on August 24, 2018. Within the overall limit, the Commission for each Director comprises of a fixed component only.

Details of Commission payable and Sitting Fees paid to Non-Executive Directors for the Financial Year ended March 31, 2026, is given below:

Amount in ₹

Name of the Non-executive Director[1]	Commission[2]	Sitting Fees[3]	*Total*
Mr. Soumitra Bhattacharya	59,00,000	1,590,000	7,490,000
Ms. Hema Ravichandar	55,00,000	1,520,000	7,020,000
Dr. Gopichand Katragadda	56,00,000	1,590,000	7,190,000
Dr. Pawan Kumar Goenka	54,00,000	1,520,000	6,920,000
Ms. Padmini Khare	55,00,000	1,390,000	6,890,000
Total	**2,79,00,000**	**7,610,000**	**35,510,000**

Notes:

a. *[1]Mr. Stefan Grosch has waived his remuneration as a Director.*

b. *[2]The revised Commission with effect from April 01, 2025, is now fixed at ₹ 50 Lakhs for all the Non-Executive Directors. In addition to the Fixed Commission, the Chairman also receives ₹ 9 Lakhs as the Chairman of the Board, ₹ 5 Lakhs each to the Chairperson of the Audit Committee and the Nomination and Remuneration Committee, ₹ 4 Lakhs to Chairman of the Risk Management Committee and ₹ 3 Lakhs each to the Chairman of the Corporate Social Responsibility and Stakeholder Relationship Committee.*

c. *[3]Sitting fees (for the Meetings held till August 2025): ₹ 1,00,000 towards meeting of Board of Directors; ₹ 60,000 towards meeting of Audit Committee, ₹ 50,000 towards meeting of Nomination and Remuneration Committee, ₹ 30,000 each for Corporate Social Responsibility, Risk Management and Stakeholders' Relationship committee.*

d. *[3]Sitting fees (with effect from November 2025): ₹ 1,00,000 towards meeting of Board of Directors; ₹ 70,000 towards meeting of Audit Committee, ₹ 60,000 towards meeting of Nomination and Remuneration Committee, ₹ 40,000 each for Corporate Social Responsibility, Risk Management and Stakeholders' Relationship committee.*

5. General Body Meetings:

(a) Locations and time of last three (3) Annual General Meetings (AGMs) are given below:

2023	11.00 AM, Thursday August 01, 2023, at Registered office of Bosch Limited Adugodi, Bengaluru.
2024	11.00 AM, Wednesday, August 07, 2024, at the WINGS Baldwin Auditorium, Baldwin Boys High School campus, 14, Hosur Road, Richmond Town Bengaluru – 560025, Karnataka.
2025	11.00 AM, Wednesday, August 05, 2025, at the WINGS Baldwin Auditorium, Baldwin Boys High School campus, 14, Hosur Road, Richmond Town Bengaluru – 560025, Karnataka.

(b) Particulars of Special Resolutions passed in the last three (3) AGMs are given below:

Date of AGM	Special Resolutions
August 01, 2023	Re-appointment of Dr. Gopichand Katragadda as an Independent Director for a second term of 5 years.
August 07, 2024	Nil
August 05, 2025	Approval for providing loans to Companies for a further period of 5 years from December 12, 2025, in which Directors of the Company are interested.

(c) Special Resolution(s) and ordinary resolution passed through postal ballot during the year under review: *NIL*

Details of Postal Ballot conducted during the year under review: NIL.

(d) Whether any special resolution is proposed to be conducted through postal ballot: On April 8, 2026, the Board approved for the conduct of a Postal Ballot starting from April 9, 2026 to May 8, 2026. The details of Postal Ballot conducted during FY 2026-27 will be provided in the next year Report.

Following Special resolution was part of the Postal Ballot dated April 8, 2026.

Approve Issue of 1,230 Equity Shares each on Preferential Basis for consideration other than cash to Robert Bosch Investment Nederland B.V (RBNI), Netherlands and Robert Bosch LLC, USA (Promoter Group) and approving terms thereof.

(e) Procedure for postal ballot:

Pursuant to Section 108, Section 110 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with (1) Rule 20 and 22 of the Companies (Management and Administration) Rules, 2014, (2) Circulars issued by Ministry of Corporate Affairs ("MCA Circulars") from time to time, (3) Regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations"), Ordinary and Special Resolutions were passed by the Members of the Company through Postal Ballot by remote e-voting process.

6. Means of Communication:

The Company, from time to time and as may be required, disseminates information to its security-holders and investors through multiple channels of communications such as the website of the Stock Exchanges, Company website, Press Releases, the Annual Reports.

The Company discloses to the Stock Exchanges, all information required to be disclosed under Regulation 30 read with Part 'A' and Part 'B' of Schedule III of the Listing Regulations including material information having a bearing on the performance/operations of the Company and other price sensitive information.

The Company voluntarily informs the highlights of the Financial Results to all the Shareholders on quarterly basis through emails.

A copy of the Chairman's speech is sent to all the shareholders, whose e-mail addresses are registered with the Company/ Depository Participants. The chairman's Speech is also available on the website of the Company.

The financial results for the quarter / half-year / year would generally be published as under:

Quarter / half-year / year	In the month of
Quarter ending June 30, 2026	On or before August 14, 2026
Quarter / half-year ending September 30, 2026	On or before November 14, 2026
Quarter ending December 31, 2026	On or before February 14, 2027
Year ending March 31, 2027	On or before May 30, 2027

Quarterly/half-yearly/annual results, notices and information relating to General Meetings, etc., are published in leading newspapers (viz., English Newspaper- Business Line: All Editions and Kannada Newspaper- Vijayavani: Bengaluru Edition) and are notified to the Stock Exchanges as required under the Listing Regulations.

The presentations on the performance of the Company are placed on the Company's website for the benefit of the institutional investors, analysts, and other shareholders prior to the start of investors call for the financial results. The Company also conducts, calls/meetings with investors immediately after declaration of financial results to brief on the performance of the Company. These calls are attended by the Managing Director & Chief Technology officer and the Chief Financial Officer of the Company. The Company promptly uploads on its website transcript and audio recordings of such calls.

The quarterly / half yearly / annual financial results and other communication including official news release to shareholders and Stock Exchanges, inter-alia, presentations to institutional investors & analysts, press releases, etc., are made available on the Company's website www.bosch.in under 'Shareholder Information' section.

7. General Shareholder Information:

(a) 74th Annual General Meeting:
Date : August 11, 2026
Time : 11.00 A.M.
Venue: Trinity Hall, Taj MG Road, 41/3, Mahatma Gandhi Road Bengaluru-560 001

(b) Financial year: April 01, 2025, to March 31, 2026

(c) Dividend Payment date: The Final dividend for the year ended March 31, 2026, if approved at the forthcoming AGM, will be paid on or after August 14, 2026.

(d) Particulars of dividend declared in the previous years:

Year	Dividend Per share (₹)	Year	Dividend Per share (₹)
2011(F)	50.00	2019-20	105.00
2012	60.00	2020-21	115.00
2013	55.00	2021-22	210.00
2014-15	85.00	2022-23 (interim)	200.00
2015-16	85.00	2022-23 (Final)	280.00
2016-17(I)	75.00	2023-24 (Interim)	205.00
2016-17(F)	90.00	2023-24(final)	170.00
2017-18	100.00	2024-25 (Final)	512.00
2018-19	105.00		

Payment of Dividend through National Automated Clearing House (NACH):

The Company provides the facility for direct credit of the dividend to the Members' Bank Accounts. SEBI Regulations also mandate companies to credit the dividend to the Members electronically. Members are therefore urged to avail this facility to ensure safe and speedy credit of their dividend into their bank accounts through the banks' "Automated Clearing House" mode. This ensures direct and immediate credit with no chance of loss of warrant in transit or its fraudulent encashment.

Pursuant to the Listing Regulations, the Company is required to maintain bank details of its members for the purpose of payment of dividends etc., Members holding shares in electronic form are requested to approach their Depository Participants (DP) for updating their bank details. Members holding shares in physical form, who wish to avail NACH facility, are requested to give the NACH mandate in

the prescribed form. The form can be obtained from the Company's website www.bosch.in under the 'Shareholder Information' section.

As directed by SEBI, the Members holding shares in physical form are requested to submit duly filled-in form ISR 1 inter-alia providing particulars of their bank account along-with the original cancelled cheque to RTA/Company to update their KYC details.

Members holding shares in demat form are requested to update their bank account details with their respective Depository Participant. The Company or RTA cannot act on any request received directly from the Members holding shares in demat form for any change of bank particulars. Such changes are to be intimated only to the Depository Participants by the Members. Further, instructions, if any, already given by them in respect of shares held in physical form will not be automatically applicable to shares held in the electronic mode.

Members are requested to ensure that their bank account details in their respective demat accounts are updated, to enable the Company to provide timely credit of dividend in their bank accounts.

Particulars of Dividend remaining unclaimed:

In terms of Section 124(5) of the Companies Act, 2013, amounts transferred to the Unpaid Dividend Account of the Company, which remain unpaid or unclaimed for a period of seven years from the date of such transfer, shall be transferred by the Company to the Investor Education and Protection Fund (IEPF) established by the Central Government along with the underlying shares.

Brief particulars of dividend amount remaining unclaimed:

Amount in ₹

Year to which the dividend pertains	Declared at the AGM/ (Board Meeting) held on	Date of transfer to Unpaid Dividend Account	Balance in Unpaid dividend account as of March 31, 2026 (₹)	Due date for transfer to the Fund*
2018-19(final)	August 23, 2019	September 27, 2019	28,08,645	September 26, 2026
2019-20(final)	August 27, 2020	September 30, 2020	31,48,306	September 29, 2027
2020-21(final)	August 05, 2021	September 07, 2021	31,33,535	September 06, 2028
2021-22(final)	August 03, 2022	September 05, 2022	39,22,763	September 04, 2029
2022-23(interim)	February 14, 2023	March 20, 2023	41,83,345	March 19, 2030
2022-23(Final)	August 01, 2023	September 05, 2023	42,57,613	September 04, 2030
2023-24(interim)	February 13, 2024	March 19, 2024	33,35,381	March 18, 2031
2023-24(final)	August 07, 2024	September 10, 2024	56,61,742	September 09, 2031
2024-25 (final)	August 05,2025	September 05, 2025	1,69,03,787	September 04, 2032

*In terms of Section 124(5) of Companies Act, 2013

Investors are requested to send their claim at least 15 days prior to due date for transfer to IEPF to ensure payment of their dividend.

Details of the unclaimed dividend is hosted on the Company's website www.bosch.in under the section 'Shareholder Information.'

Members can claim the unpaid dividend from the Company before it is transferred to IEPF. As per Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended (IEPF Rules), the transferred dividend, shares can be claimed by the concerned member by submitting an online application in Web form No. IEPF-5 available on the website www.iepf.gov.in and sending a physical copy of the same, duly signed to the Company, along with requisite documents enumerated in the Form No. IEPF - 5.

Saksham Niveshak Campaign 2025

The Company participated in the "Saksham Niveshak" campaign, a 100-day special outreach initiative by the Investor Education and Protection Authority (IEPFA), held from July 28, 2025 to November 06, 2025. This campaign aimed to help shareholders claim their unpaid or unclaimed dividends from any financial year, preventing transfer of these dividends and shares to the IEPFA. It also facilitated shareholders in updating KYC details, including bank mandates, nominee registration, and contact information.

As part of the campaign, the Company has sent communications by post and email to eligible shareholders whose dividends or shares were liable for transfer to the IEPF. Additionally, information about the campaign was published on the Company's website, Newspaper notices providing campaign details were also issued.

Transfer of underlying shares into IEPF in cases where unclaimed dividends have been transferred to IEPF:

In terms of Section 124(6) of the Companies Act 2013 read with IEPF Rules, the Company is required to transfer the shares in respect of which dividends have remained unclaimed/unpaid for a period of seven consecutive years to the IEPF Account established by the Central Government.

A public notice was published on June 18,2025 in Business line – All Editions and Vijayavani – Bengaluru Edition informing the members regarding the provision for transfer of shares to IEPF. Additionally, individual communication to the shareholders whose shares are liable to be transferred to IEPF Account pursuant to the said Rules, requesting them to take immediate action in the matter has been sent. The Company transferred 2,008 shares to IEPF during the year. The details of these shares are available on the Company's website www.bosch.in. Further, shares in respect of which dividend will remain unclaimed progressively for seven consecutive years, will be reviewed for transfer to the IEPF as required by law. The Company will transfer the said shares,

after sending an intimation of the proposed transfer in advance to the concerned shareholders, as well as publish a public notice in this regard.

In Addition to this, a public notice was published on August 26,2025 in Business line – All Editions informing the members regarding the initiation of 100 days campaign named "Saksham Niveshak" by the Investor Education and Protection Fund Authority (IEPFA), Ministry of Corporate Affairs vide its circular dated July 16, 2025; effective fromJuly 28, 2025 till November 06, 2025, targeting all shareholders whose dividends have remained unpaid/unclaimed. As per the directives of the IEPF Authority, the Company initiated the 100 days campaign - "Saksham Niveshak", for all our shareholders whose dividends have remained unpaid/ unclaimed for past 7 years.

How to claim dividend/shares transferred to IEPF:

Guidelines to file your claim

The individuals who have a claim on the above dividends and shares may claim the same from the IEPF Authority by submitting an online application in web Form No. IEPF-5 which is available on the website www.iepf.gov.in and sending a physical copy of the same, duly signed by them to the Company, along with requisite documents enumerated in the Form No. IEPF-5. However, as per the communication issued by IEPF Authority on July 20, 2022, such members/ claimants are advised to approach the Company for issue of Entitlement letter along with all the required documents before filing of claim(s) with the Authority. For filing the claim (for shares and/or dividend). It is advised to read the instructions given in the help-kit carefully before filling in the form.

For claiming the shares and dividend from the IEPF Authority, shareholders can make an online web-based application through the MCA portal. Shareholders need to register themselves on the MCA portal by creating Login ID credentials. After successful login into the MCA portal, shareholders have to click on "MCA Services" tab and choose "IEPF-5" option under "Investor Services" and follow the due process for filing the form.

After carefully filling information in Web-Form IEPF-5 and attaching necessary documents, as prescribed in the said form, the form shall be filed electronically, free of cost, with IEPF Authority. On successful uploading, an acknowledgement will be generated indicating the Service Request Number (SRN). The said SRN shall be used for future tracking of the form.

Printout of the duly filled Form IEPF-5 with the claimant's and joint holders' (if any) signatures along with the acknowledgment issued after uploading the form together with an indemnity bond in original, cancelled cheque leaf of active bank account (details of which are mentioned by the claimant at the time of uploading the web-based form), and other documents as mentioned in Form IEPF-5 will have to be submitted to the Nodal Officer (IEPF) of the Company in an envelope marked "Claim for refund from IEPF Authority".

Certain information about the Company which will have to be submitted is as under:

1. Corporate Identification Number (CIN) of the Company: L85110KA1951PLC000761
2. Address of registered office of the Company: Bosch Limited, Dept : BCS; Hosur Road, Adugodi,Bengaluru -560030
3. Email Id of the Company: Secretarial.corp@in.bosch.com

Steps for filing the said form are available on the Company's corporate website at www.bosch.in

Details of dividends/shares so far transferred to the IEPF Authority are available on the website of IEPF Authority and the same can be accessed through the link: www.iepf.gov.in. Such details are also available on the website of the Company at www.bosch.in under shareholder information.

Claim Web-Form IEPF-5 together with other documents as mentioned therein, completed in all respects, will be verified by the Company and sent to IEPF Authority within 30 (thirty) days of receipt of valid documents by filing e-verification report. The Company may, however, reject the claim if valid documents are not received within the time stipulated under law. On the basis of the Company's e-verification report, the unclaimed dividend amounts / shares will be released by the IEPF Authority in favor of claimants' Aadhaar linked bank account/demat account through electronic transfer only.

(e) Listing of shares and stock code:

The Company's equity shares are listed at the following Stock Exchanges and Listing Fees for the financial year 2026-27 has been paid to the Stock Exchanges.

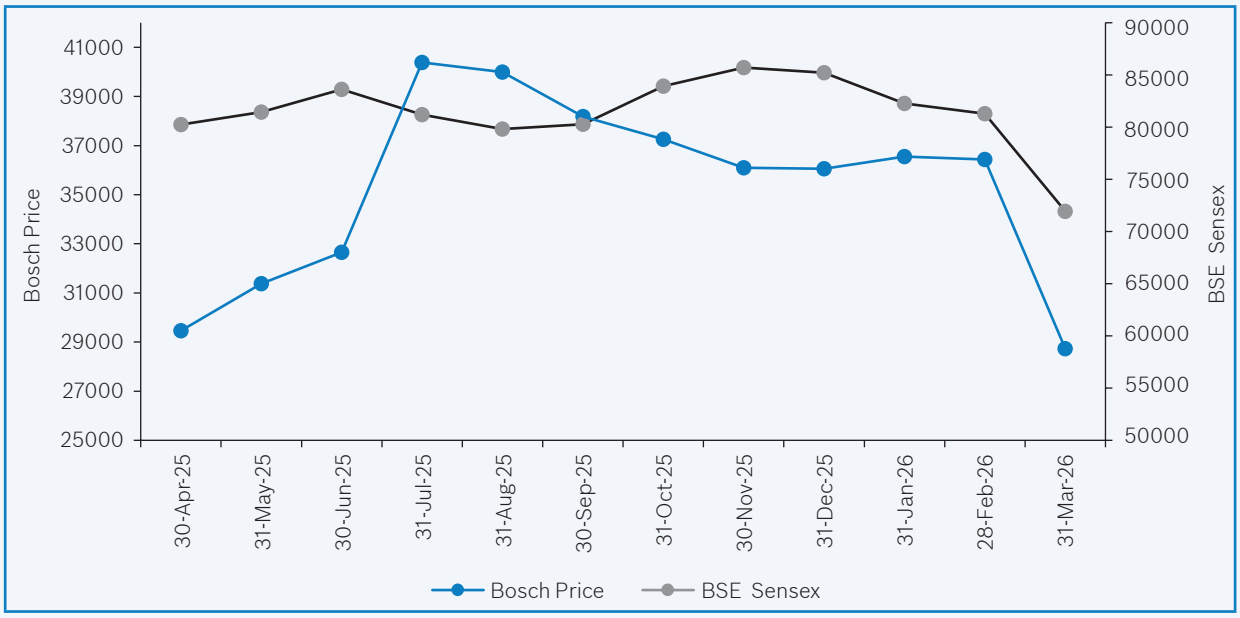
Name and address of the Stock Exchange	Stock Code
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai 400 001.	500530
National Stock Exchange of India Limited, Exchange Plaza, 5th Floor, Bandra-Kurla Complex, Bandra, Mumbai 400 051.	BOSCHLTD

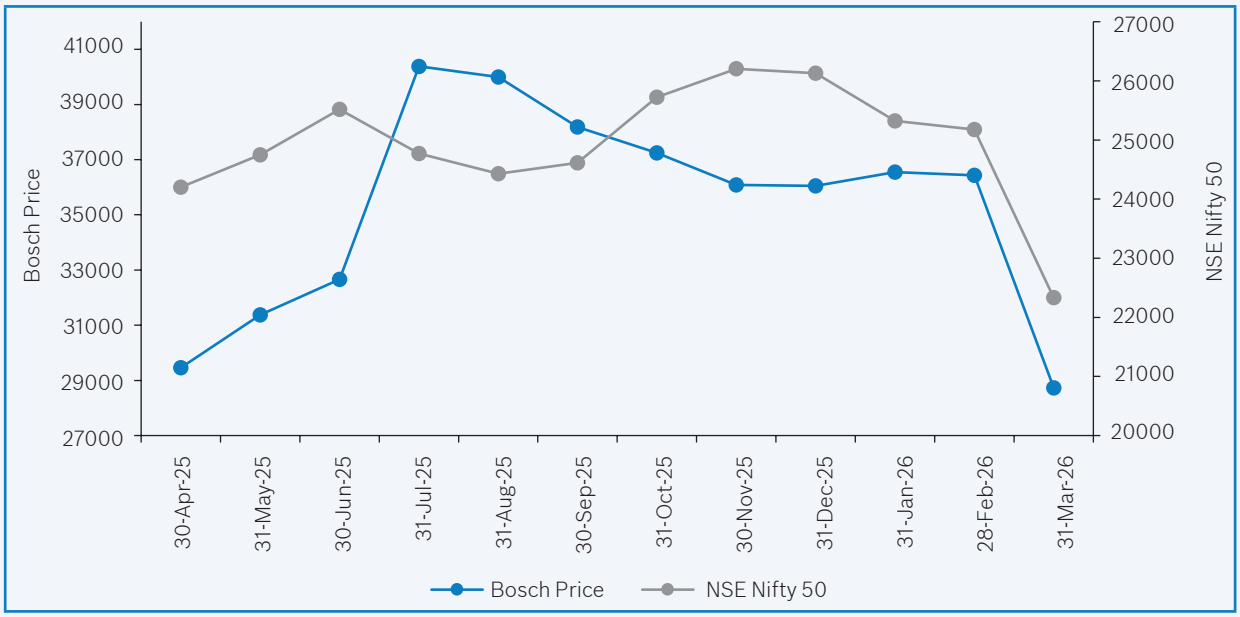
The International Securities Identification Number (ISIN) for the Company's Shares is INE323A01026.

(f) Market Price data: Price and Volume of Shares Traded during financial year under review.

Month/Year	BSE			NSE		
	High (₹)	Low (₹)	Volume (₹)	High (₹)	Low (₹)	Volume (Nos.)
April 2025	29,777	25,938	12,229	29,685	25,922	406,153
May 2025	32,750	29,320	18,067	32,705	29,340	481,488
June 2025	32,874	30,904	9,949	32,895	30,945	551,769
July 2025	40,465	32,150	49,703	40,490	32,120	1,305,049
August 2025	41,299	37,950	19,696	41,290	37,900	774,985
September 2025	41,894	37,600	18,330	41,945	37,635	648,821
October 2025	39,525	36,808	15,821	39,520	36,800	394,100
November 2025	37,940	35,730	8,340	37,950	35,680	439,778
December 2025	37,250	35,060	11,250	37,250	34,990	423,674
January 2026	39,609	34,600	30,428	39,600	34,610	706,282
February 2026	38,676	34,712	13,960	38,620	34,730	417,668
March 2026	36,193	28,650	18,382	36,175	28,610	447,441

(g) Performance in Comparison to broad based indices Viz. BSE Sensex and NSE Nifty 50





(h) Registrar and Share Transfer Agents (RTA):

Integrated Registry Management Services Private Limited
No.30, Ramana Residency, 4th Cross, Sampige Road, Malleswaram, Bengaluru – 560 003

- Tel: (080) 23460815 to 818.
- E-mail: irg@integratedindia.in
- Website - https://www.integratedregistry.in/

(i) Share Transfers System:

The Company's shares, being in the compulsory demat list, are transferable through the depository system. However, shares held in physical form are processed by the Registrar & Share Transfer Agent in co-ordination with the Company. Securities of the listed companies can be transferred only in dematerialized form w.e.f. April 1, 2019. Further, SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022, mandated all listed companies to issue securities in dematerialized form only, while processing the service request of issue of duplicate securities certificate, claim from Unclaimed Suspense Account, renewal/ exchange of securities certificate, endorsement, sub-division/splitting of securities certificate, consolidation of securities certificates/ folios, transmission and transposition.

In view of the same and to eliminate all risks associated with physical shares and avail numerous benefits of dematerialization, Members are advised to dematerialize the shares held by them in physical form. Members can contact the Company or RTA, for assistance in this regard.

(j) Nomination facility:

In accordance with the provisions of Section 72 of the of the Companies Act, 2013, and Rule 19(1) of the Companies (Share Capital and Debentures) Rules, 2014 and SEBI circulars, the facility for nomination is available for the members of the Company in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting the Form No. SH-13. If a member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/ she may submit the same in Form No. ISR-3 or Form No. SH-14. The said forms are available on the website of the Company at www.bosch.in under the section Shareholder Information -Investor Service Request form.

Members holding shares in electronic form are requested to give the nomination to their respective Depository Participants.

(k) Updation of PAN, KYC details:

Please refer to SEBI Circular No. SEBI/HO/MIRSD/ MIRSD RTAMB/P/CIR/2021/655 dated November 03, 2021 issued by SEBI that mandates all the listed companies to record the PAN, Address with PIN code, Email address, Mobile Number, Bank Account details, Specimen Signature and Nomination by holders of physical securities. Necessary communication for KYC updation has been sent to the shareholders holding shares in physical mode.

Please refer to the SEBI circular dated January 25, 2022, bearing Circular No. SEBI/HO/MIRSD/ MIRSD_RTAMB/P/CIR/2022/8 pursuant to Issuance of Securities in dematerialised form in case of Investor Service Requests which states that henceforth listed companies shall issue the securities in dematerialised form only while processing certain service request. Investors holding securities in physical mode are advised to take a note of instructions mentioned in the said circular and contact Integrated Registry Management Services Private Limited, Registrar and Share Transfer Agent (RTA) of the Company for processing certain service requests. (Link: https://www.bosch.in/our-company/shareholder-information/)

Members are requested to note that pursuant to the SEBI circulars dated November 03, 2021, December 14, 2021, March 16, 2023, November 17, 2023 and June 10, 2024, it is mandated that the security holders (holding securities in physical form), whose folio(s) do not have PAN or Choice of Nomination or Contact Details or Mobile Number or Bank Account Details or Specimen Signature updated, shall be eligible for any payment including dividend, interest or redemption in respect of such folios, only through electronic mode with effect from April 01, 2024. Members are requested to take note of the above and ensure compliance to the directions from SEBI.

To avoid any inconvenience by shareholder holding share(s) in Physical form in future for investor service request, they are hereby informed to comply with applicable SEBI requirements.

Special Window for Re-lodgement of Transfer Requests of Physical Shares:

With reference to the SEBI circular dated July 02, 2025, a special window was opened for re-lodgement of transfer deeds, which were lodged prior to the deadline of April 01, 2019 and rejected/returned/not attended to due to deficiency in the documents/process/or otherwise, for a period of six months from July 07, 2025 till January 06, 2026.

During this period, the securities that were re-lodged for transfer, if any (including those requests that are pending with the listed company/RTA, as on date) to be issued only in demat mode. Due processes were followed for such transfer-cum demat requests.

Further, SEBI vide its circular dated January 30, 2026, another special window was opened for a period February 05, 2026 till February 04, 2027, extending the relodgement of transfer deeds, which were lodged prior to the deadline of April 01, 2019 and rejected/returned/ not attended to due to deficiency in the documents/ process/ or otherwise. Further, the window also allows fresh lodgement for Physical securities sold/purchased prior to April 01, 2019, for which no transfer deeds lodged till date.

(l) Subdivision of shares:

The Company had subdivided the face value of its equity shares from ₹ 100 to ₹ 10 in the year 2004. The old shares having face value of ₹ 100 are no longer tradable on the stock exchanges. Members holding share certificates of the face value of ₹ 100 are requested to send the certificates to the Company / RTA for exchange with shares of the face value of ₹ 10 each.

(m) Rights of Members:

The following are some of the important rights of the members:

1. Receive notices of General Meetings, Annual Report, etc.,
2. Attend and vote at the General Meetings and appoint proxy in their stead.
3. Request an Extraordinary General Meeting along with other members who collectively hold not less than 1/10th of the total paid up share capital of the Company carrying voting rights.
4. Receive dividends and other corporate benefits like rights, bonus shares etc., when declared / announced.
5. Receive duplicate shares in electronic form, post completion of all formalities for duplicate issue and subject to applicable regulations.
6. Inspect minute books of General Meetings and to receive copies thereof.
7. Inspect Register of Members.
8. Nominate a person to whom his/her shares shall vest in the event of death.
9. Seek relief in case of oppression and mismanagement in the manner given under the Companies Act, 2013.
10. Seek relief in case the affairs of the Company are managed in a manner prejudicial to the interest of the Company or its members by virtue of a Class Action Suit under Section 245 of the Act.

The above-mentioned rights may not necessarily be absolute.

(n) Date of Book Closure: Not Applicable**.**

(o) Record Date for Dividend/Cut-off date for e-voting: Tuesday August 04, 2026

(p) Dematerialization of shares and Liquidity as on March 31, 2026:

Particulars	NSDL	CDSL	Physical	Total
Shares (nos.)	2,89,31,314	5,11,767	50,559	2,94,93,640
Shares(%)	98.09	1.74	0.17	100

99.83% of the paid-up capital had been dematerialised as at March 31, 2026. **Members still holding physical share certificates are requested to dematerialize their shares by approaching any of the Depository Participants registered with the Securities and Exchange Board of India (SEBI).**

(q) Outstanding Global Depository Receipts (GDRs) or American Depository Receipts (ADRs) or warrants or any convertible instruments, conversion date and likely impact on equity: None

(r) Credit Rating:

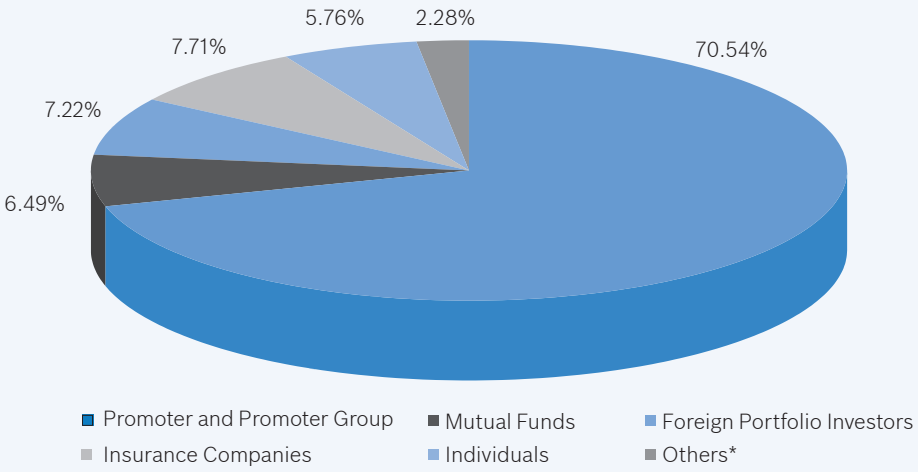
The Company does not have any debt instrument, fixed deposit programme or any scheme or proposal for mobilization of funds. Hence, during the financial year ended March 31, 2026, it had not obtained any credit rating for this purpose.

(s) Shareholding Pattern (as on March 31, 2026):

Category*	No. of Members	No. of Shares held	% To the Capital
Promoter and Promoter Group			
Robert Bosch Internationale Beteiligungen AG	1	19,984,324	67.76
Bosch Global Software Technologies Private Limited	1	820,900	02.78
Total (A)	2	20,805,224	70.54
Public & Others			
Mutual Funds	29	19,150,77	6.49
Alternate Investment Funds	16	44,087	0.15
Foreign Portfolio Investors	561	2,128,175	7.22
Banks	5	7,080	0.02
Insurance Companies	22	2,275,191	7.71
Provident Fund/ Pension Fund	1	200,951	0.68
NBFCs	2	75	0.00
Bodies Corporate	561	149,764	0.51
Clearing Member	5	35	0.00
HUF	1686	48,680	0.17
LLP	62	6,643	0.02
Foreign Nationals	1	20	0.00
Trust	34	44,789	0.15
IEPF	1	38,538	0.13
Non-Resident Indians (NRIs)	2,627	130,465	0.44
Individuals	61,031	1,698,846	5.76
Total (B)	66,644	8,688,416	29.46
Total (A+B)	**66,646**	**29,493,640**	**100.00**

*****Shareholding is consolidated based on Permanent Account Number (PAN) of the shareholder*

Shareholding Pattern as on March 31, 2026



*Others include - Alternate Investment Funds, Banks, Provident Fund/ Pension Fund, NBFCs, Bodies Corporate, Clearing Member, HUF, LLP, Foreign Nationals, Trust, IEPF, Non-Resident Indians (NRIs)

(i) Top ten equity shareholders of the Company as on March 31, 2026:

Sr. No.	Name of Shareholders*	Shares held	%
1	ROBERT BOSCH INTERNATIONALE BETEILIGUNGEN AG	19,984,324	67.76
2	HDFC MUTUAL FUND*	1,096,383	3.71
3	GENERAL INSURANCE CORPORATION OF INDIA	828,627	2.80
4	BOSCH GLOBAL SOFTWARE TECHNOLOGIES PRIVATE LIMITED	820,900	2.78
5	THE NEW INDIA ASSURANCE COMPANY LIMITED	516,233	1.75
6	LIFE INSURANCE CORPORATION OF INDIA*	406,654	1.37
7	UNITED INDIA INSURANCE COMPANY LIMITED	228,983	0.78
8	KOTAK MUTUAL FUND*	222,876	0.75
9	NPS TRUST VARIOUS SCHEMES	200,951	0.68
10	VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	126,963	0.43

**Shareholding is consolidated based on Permanent Account Number (PAN) of the shareholder*

(ii) Market Capitalization:

BSE:

As at	Ranking	Market Capitalization (₹ in Crores)
December 31, 2025*	87	112,075
December 31, 2024	96	102,705

NSE:

As at	Ranking	Market Capitalization (₹ in Crores)
December 31, 2025*	87	112,070
December 31, 2024	96	102,723

Note: *As per the Listing Regulations effective from December 31, 2024, the calculation of market capitalization will be at the end of calendar year i.e., December 31.

(t) Distribution of Shareholding (as on March 31, 2026)

No of Shares Held	Members		Shares	
	Nos.	%	Nos.	%
1-500	67,755	98.53	1,145,811	3.89
501-1000	434	0.63	306,692	1.04
1001-2000	211	0.31	294,758	1.00
2001-3000	88	0.13	215,816	0.73
3001-4000	49	0.07	170,583	0.58
4001-5000	36	0.05	160,618	0.54
5001-10000	77	0.11	560,574	1.90
>10000	115	0.17	26,638,788	90.32
Total	**68,765**	**100.00**	**29,493,640**	**100.00**

(u) Commodity price risk and hedging activities:

The Company has a significant usage of commodities like steel, aluminium and copper exposing it to the price risk arising out of market fluctuations. For steel, we have strategic suppliers developed and released for Bosch India and as well Bosch worldwide need. Annual negotiations are conducted leveraging the yearly purchase volumes. In case of copper and aluminum, prices are negotiated quarterly, based on LME basis and as well as worldwide market competitive offers from India, China, and Asian suppliers.

The Company has adequate risk assessment and minimization system in place including for commodities. The Company does not have material exposure of any commodity. The Company has adequate risk assessment and minimization system in place including for Commodities. The Company is currently not conducting any hedging activities for copper.

The Exposure of the Company to various commodities is given in the below:

Commodity Name	Exposure in million ₹ towards that particular commodity	Exposure in Quantity in Metric tons terms towards the particular commodity	% of Exposure hedged through commodity derivatives		
			Domestic Market	International Market	Total
			OTC & Exchange	OTC & Exchange	
Alloy Steel	3050	26500	NIL	NIL	NIL
Aluminum	1845	6250	NIL	NIL	NIL
Copper	696	580	NIL	NIL	NIL

(v) Foreign Exchange risk and hedging activities:

The Company is exposed to foreign exchange risk due to imports of various raw materials used in its production and technology products imported and sold, and other export transactions. The Company's approach to hedging is as per risk management guidelines, especially required to mitigate risks due current volatility in Foreign Exchange markets. In the long term, the Company constantly evaluates its business plan and opportunities for localization.

(w) Plant Locations:

(a) Bidadi-No. 42, II-phase, Sector-2, KIADB Industrial Area, Shanumangala, Bidadi Hobli, Ramanagara District – 562 109.

(b) Nashik-Post Box No. 6475, Plot 75, MIDC Estate Satpur, Trimbak Road, Nashik - 422 007.

(c) Jaipur-SP-663 RIICO, Industrial Area, Sitapura, Jaipur - 302 022.

(d) Naganathapura-Post Box No. 6887, Electronic City P.O. Bengaluru - 560 100.

(e) Gangaikondan-P.No. 651, SIPCOT Industrial Centre, Tirunelveli Taluk, Gangaikondan, Tamil Nadu-627352.

(f) Chennai- Plot No.A-20/2, Sipcot Industrial Growth Centre, Oragadam, Kancheepuram – 602118.

(x) Investor Service Centre/ Designated e-mail address for investor services:

Bosch Limited
Secretarial Department (Dept: BCS)
Hosur Road, Adugodi, Bengaluru – 560 030
Telephone: +91 9262105247
Monday to Friday: 10.00 a.m. to 5:00 p.m.
(except public holidays)
Contact Person: Mr. Prakash V
E-mail: investor@in.bosch.com,
Secretarial.corp@in.bosch.com

Registrar and Transfer Agent (RTA)
Integrated Registry Management Services Private Ltd
Unit: Bosch Limited (ISIN: INE323A01026) 30, Ramana Residency, 4th Cross, Malleswaram
Bengaluru -560003
Phone: 080-23460815-23460818
E-mail: irg@integratedindia.in
Contact Person: Mr. Giridhar
E-mail: Giri@integratedindia.in
Website - https://www.integratedregistry.in/

(y) Nodal Officer:

In accordance with the IEPF Rules, the Board of Directors of the Company have appointed Mr. V Srinivasan- Company Secretary & Compliance Officer of the Company as the Nodal Officer.

Details of the Nodal Officer for the purpose of co-ordination with the IEPF Authority are available on the website of the Company at www.bosch.in.

Name of the Nodal Officer:
Mr. V Srinivasan

(z) Secretarial Audit Report:

The Company has undertaken Secretarial Audit for the financial year 2025-26 which, inter-alia, includes audit of compliance with the Act, and the Rules made under the Act, the Listing Regulations and applicable Regulations prescribed by the SEBI and Foreign Exchange Management Act, 1999 and Secretarial Standards issued by the Institute of the Company Secretaries of India. The Secretarial Audit Report forms part of this Annual Report.

(aa) Annual Secretarial Compliance Report:

The Company has undertaken an audit for the Financial Year 2025-26 for all applicable compliances as per SEBI Regulations and Circulars/Guidelines issued thereunder. The Annual Secretarial Compliance Report will be submitted to the stock exchanges within 60 days of the end of the financial year.

8. Other Disclosures

(a) Materially significant related party transactions that may have potential conflict with the interests of listed entity at large:

During the year, no materially significant transaction was entered into by the Company with its related parties that may have a potential conflict with the interests of the Company.

(b) Penalties & Strictures:

During FY 2025–26, there was a delay of 21 days in filing Form FC-TRS with the Reserve Bank of India in respect of the transfer of shares of Nivataa to Shift 4 Good Fund I SLP. The transfer of shares was executed on July 22, 2025, and the Form FC-TRS was required to be filed on or before September 20, 2025 and the Company filed on October 13, 2025. The delay occurred due to the non-submission of the 6-pointer KYC document by the buyer, Shift 4 Good Fund I SLP beyond the statutory timeline and absolutely was not attributable to the Company. Consequently, the Reserve Bank of India levied a Late Submission Fee (LSF) of ₹ 17,800, which was paid by the Company on November 11, 2025. National Stock Exchange of India Limited ("NSE") imposed a fine of ₹ 5,000 (Five Thousand only)] via email communication dated December 16, 2025, on the Company for non-compliance with requirements pertaining to Regulation 23(9) of the Listing Regulations i.e. delay by one day in submitting Related Party Transactions in the format as specified and within the period prescribed under this regulation with NSE only. The Company had paid the aforesaid penalty on December 18, 2025, i.e. within the prescribed time.

(c) Vigil Mechanism and Whistle Blower Policy:

The Company has a Whistle Blower Policy which provides a vigil mechanism for dealing with instances of fraud and mismanagement.

The said policy can be accessed on the website of the Company under the 'Shareholders Information' Section:

The Whistle Blower Policy of the Company, inter-alia, provides access to the Chairman of the Audit Committee, protection against victimization, affords protection to the Directors, employees and associates of Company in the matter of disclosure of any alleged wrongful conduct concerning the affairs of the Company made in good faith and details the procedure for making such protected disclosure.

During the period under review, no person was denied access to the Audit Committee.

(d) Details of compliance with mandatory requirements and adoption of the non-mandatory requirements:

(i) **Compliance with mandatory requirements:** The Company has duly complied with the requirements specified in Regulations 17 to 27 and Regulation 46 of the Listing Regulations.

(ii) **Details of discretionary requirements as specified in Part E of Schedule II that have been adopted in the corporate governance report**:

(a) *Separate posts of Chairman and the Managing Director or the Chief Executive Officer (CEO):* The posts of the Chairman and the Managing Director are separate. The Company has appointed separate persons to the post of the Chairperson and the Managing Director. Further, the Chairperson is a non-executive director and not related to the Managing Director as per the definition of the term "relative" defined under the Companies Act, 2013.

(b) *Modified opinion(s) in audit report:* Statutory Auditors of the Company have issued an Audit Report with unmodified opinion on Annual Audited Financial Results of the Company for the financial year ended on March 31, 2026.

(c) *Reporting of internal auditor:* Internal auditors periodically apprise the Audit Committee on findings/observation of Internal Audit and actions taken thereon. In addition to the statutory requirements, the Audit Committee has a separate discussion /meeting with the Statutory Auditor and Internal Auditors on matters concerning with the Statutory Audit/Internal Audit, respectively without the presence of Executive Management of the Company. Measures for improvements are discussed with the Executive Management.

(e) Web-link for Policy for determining 'material' subsidiaries:

The Company does not have any material non-listed subsidiary. Pursuant to the Explanation under Regulation 16(1)(c) of the Listing Regulations, the Company has made a policy for determining 'material' subsidiary and is available on the website of the Company under the 'Shareholders Information' Section.

(f) Web-link for Policy on dealing with related party transactions:

The Company has a policy for Related Party Transactions, which can be accessed on the website of the Company under the 'Shareholders Information' Section.

All Transactions entered into by the Company during the year with related parties were in the ordinary course of business and on arm's length pricing basis.

In line with the amended SEBI Listing Regulations, the Related Party Transactions Policy is amended suitably with effect from February 06, 2026.

(g) Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A):

There was no Preferential Allotment or Qualified Institutions Placement as specified under Regulation 32(7A).

(h) Certificate from a Company Secretary in practice:

Certificate from CS Parameshwar Ganapati Bhat, a Peer Reviewed firm of Practicing Company Secretaries (which forms integral part of this report) confirming that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of companies by the Board/ Ministry of Corporate Affairs or any such statutory authority is annexed to this Report.

(i) Instance where the Board has not accepted any recommendation of any committee of the board, which is mandatorily required, in the relevant financial year, along with reasons thereof:

There was no such instance during FY 2025-26 when the Board had not accepted any recommendation of any Committee of the Board.

(j) Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/ network entity of which the statutory auditor is a part:

(i) Total fees for all services paid/payable by the Company and its subsidiaries on a consolidated basis, to S R Batliboi & Associates LLP, Chartered Accountants, Statutory Auditors for the financial year 2025-26:

Particulars for 2025-26	Amount in ₹
Statutory Fees	*1,25,00,000*
Other Services:	
Tax Audit Fees	*10,00,000*
Group Reporting	*69,50,000*
Limited Review of the Standalone and Consolidated Financial Statements	*20,00,000*
BRSR (Business Responsibility and Sustainability Report) reporting	*12,00,000*
Other Attest services	*30,00,000*
Grand Total	***2,66,50,000***

(ii) Total fees for all services paid/payable for the financial year 2025-26 by the Company and its subsidiaries, on a consolidated basis, to all entities in the network firm/ network entity of which S R Batliboi & Associates LLP, Chartered Accountants, Statutory Auditors is a part: NIL

(k) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Number of complaints filed during the financial year	05
Number of complaints disposed of during the financial year	05
Number complaints pending as on end of the financial year	Nil

(l) Disclosure by listed entity and its subsidiaries of loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount: Please refer Directors Report under details of Loans, Advances, Guarantees or Investments.

(m) Prohibition of Insider Trading and Code of Conduct for Directors, etc:

The Company has adopted a "Code of Conduct to regulate, monitor and report trading by Employees and other Connected Persons" and "Code of Fair Disclosure" pursuant to the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

The above code prohibits dealing in shares of the Company during the period when trading window is closed. The closure of trading window is also intimated to the Stock Exchanges. In line with the amendments introduced by SEBI, code is amended suitably. It also prohibits the purchase or sale of Company's shares by the Designated Persons, while in possession of Unpublished Price Sensitive Information in relation to the Company. Mr. V Srinivasan is the Compliance officer in terms of this Insider Trading Code.

(n) Reconciliation of Share Capital:

During the year under review, an audit was carried at the end of every quarter by CS Varun SK, a qualified Practicing Company Secretary for reconciling the total admitted capital with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) and the total issued and listed capital. The audit confirms that the total issued/paid up capital agrees with the total number of shares held in physical form and the total number of dematerialized shares held with NSDL and CDSL. The report for every quarter upon reconciliation of capital was submitted to the Stock Exchanges and was also placed before the Board of Directors at their meetings.

(o) Disclosures with respect to DEMAT Suspense Account/Unclaimed Suspense Account: Not Applicable

(p) SEBI Complaints Redress System (SCORES):

SEBI vide Circular no. SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023 (updated as on

August 04, 2023) has specified that a shareholder shall first take up his/her/their grievance with the listed entity by lodging a complaint directly with the concerned listed entity and if the grievance is not redressed satisfactorily, the shareholder may, in accordance with the SCORES guidelines, escalate the same through the SCORES Portal in accordance with the process laid out therein. Only after exhausting all available options for resolution of the grievance, if the shareholder is not satisfied with the outcome, he/she/they can initiate dispute resolution through the Online Dispute Resolution ("ODR") Portal.

Further, SEBI vide Circular no. SEBI/HO/OIAE/IGRD/CIR/P/2023/156 dated September 20, 2023, has specified reduced and uniform timelines for redressal of investor complaints, accordingly the Company is now required to resolve the compliant within a period of 21 days of receipt of the same. In Continuation to the same, SEBI vide its press release no. PR No.06/2024 dated April 01, 2024, informed a recent version of the SEBI Complaint Redress System (SCORES 2.0) has been launched w.e.f. April 01, 2024. Accordingly, investors can lodge Complaints only through recent version of SCORES. Shareholders are requested to take note of the same. The aforesaid SEBI Circular can be viewed on the following link: https://www.bosch.in/our-company/shareholder-information/.

This SCORES online platform can be accessed at https://scores.sebi.gov.in.

(q) Green Initiative & Email id registration:

As a responsible corporate citizen, your Company welcomes and supports the 'Green Initiative' undertaken by the Ministry of Corporate Affairs, Government of India, enabling electronic delivery of documents including the AGM notice and Annual Report, amongst others, to Shareholders at their e-mail address previously registered with the Depository Participants(DP) and Registrar and Transfer Agents (RTA).

To support the green initiative, shareholders are requested to register their email address with their DPs or with the Company's RTA. Communications in relation to the Company like, Dividend credit intimations, Notice of AGM and Annual Report are periodically sent electronically to such shareholders who have registered their email address.

In case of any change in relation to the email address, the members are required to intimate the same:

(i) For shares held in electronic form: to their respective Depository Participants ; and

(ii) For shares held in physical form: to the Company/RTA in prescribed Form No. ISR-1 and other forms pursuant to SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 03, 2021.

(r) *Non-compliance of any requirement of corporate governance report of sub-paras (2) to (10)of Schedule V(c) of the Listing Regulations* : Nil

(s) The Company has followed the relevant Accounting Standards notified by the Companies (Indian Accounting Standards) Rules, 2015 while preparing Financial Statements.

(t) Disclosure of certain types of agreements binding on the Company: Not Applicable.

(u) Details of Material Subsidiaries of the Company: None.

9. Code of Conduct

The Code of Conduct for Board Members and Senior Management can be accessed on the website of the Company under section 'Shareholder Information.'

The Certificate by the Managing Director of the Company regarding compliance with the Code of Conduct for Directors and Senior Management is given below:

This is to confirm that:

The Company has obtained from the Directors and Senior Management Personnel affirmation that they have complied with the Code of Conduct for Directors and Senior Management of the Company for and in respect of the Financial Year ended March 31, 2026.

Guruprasad Mudlapur
Managing Director
DIN: 07598798

Place: Bengaluru
Date: May 20, 2026

10. Links for the Shareholder Information / Policies:

The links to the Shareholder Information / Policies has been provided separately after the Directors Report.

CEO/CFO CERTIFICATE

The Managing Director (MD)/Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) have certified to the Board in accordance with Regulation 17(8) of the SEBI (LODR) Regulations, 2015 for the Financial Year 2025-26. In pursuance of Regulation 17(8) of the Listing Regulations read with Part B of Schedule II thereof, the certificate was placed before the Board of Directors in its meeting held on May 20, 2026, for consideration of the financial statements for the financial year ended March 31, 2026.

For and on behalf of the Board of Directors

	Guruprasad Mudlapur	**Sandeep Nelamangala**
Place: Bengaluru	DIN: 07598798	DIN: 08264554
Date: May 20, 2026	Managing Director & Chief Technology Officer	Joint Managing Director

CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE UNDER SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
The Members of
Bosch Limited
Hosur Road, Adugodi,
Bengaluru, 560030
Karnataka, India

I have examined the compliance of the conditions of Corporate Governance by Bosch Limited for the year ended March 31, 2026, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The compliance of the conditions of Corporate Governance is the responsibility of the Management of the Company. My examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and to the best of my information and according to the explanations given to me, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

I further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Parameshwar G Bhat
Practising Company Secretary
M. No.: FCS 8860 CP No.: 11004
Peer Review No.: 5508/2024
UDIN: F008860H000414067

Date: May 20, 2026
Place: Bengaluru

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI Listing Obligations and Disclosure Requirements) Regulations, 2015)

To
Bosch Limited
Hosur Road, Adugodi,
Bengaluru, 560030
Karnataka, India

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Bosch Limited (hereinafter referred to as "the Company") having CIN: L85110KA1951PLC000761 and having Registered Office at Hosur Road, Adugodi, Bengaluru, 560030 Karnataka, India, produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number ("DIN") status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company and its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended on March 31, 2026 has been debarred or disqualified from being appointed or continuing as Directors of the Companies by the Securities and Exchange Board of India, the Ministry of Corporate Affairs or any such other Statutory Authority:

Sr. No.	Name of Directors	Designation	DIN	Date of Appointment in the Company
1.	Mr. Soumitra Bhattacharya	Non-Executive - Non-Independent Director, Chairman related to Promoter	02783243	August 02,2023
2.	Mr. Guruprasad Mudlapur	Managing Director	07598798	February 09,2022
3.	Mr. Sandeep Nelamangala	Managing Director	08264554	February 12,2021
4.	Mr. Stefan Grosch	Non-Executive - Non-Independent Director	10145827	May 10,2023
5.	Ms. Hema Ravichandar	Non-Executive Independent Director	00032929	September 02,2017
6.	Dr. Gopichand Katragadda	Non-Executive Independent Director	02475721	December 04,2018
7.	Dr. Pawan Kumar Goenka	Non-Executive Independent Director	00254502	May 21,2021
8.	Ms. Padmini Bhalchandra Khare	Non-Executive Independent Director	00296388	May 19,2022
9.	Ms. Karin Gabriele Gilges	Alternate Director	09615158	May 10,2023

Ensuring the eligibility for the appointment/ continuity of every Director on the Board is the responsibility of the Management of the Company. My responsibility is to express an opinion on these based on my verification.

This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Parameshwar G Bhat
Practising Company Secretary
M. No.: FCS 8860 CP No.: 11004
Peer Review No.: 5508/2024
UDIN: F008860H000414091

Date: May 20, 2026
Place: Bengaluru

ANNEXURE 'C' TO THE REPORT OF THE DIRECTORS

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1. Corporate Identity Number (CIN) of the Listed Entity: L85110KA1951PLC000761
2. Name of the Listed Entity: Bosch Limited
3. Year of incorporation: November 12, 1951
4. Registered office address: Hosur Road, Adugodi, Bangalore, Karnataka, 560030, India
5. Corporate address: Hosur Road, Adugodi, Bangalore, Karnataka, 560030, India
6. E-mail: secretarial.corp@in.bosch.com
7. Telephone: +91 9262105247
8. Website: www.bosch.in
9. Financial year for which reporting is being done: 2025-26
10. Name of the Stock Exchange(s) where shares are listed: National Stock Exchange of India Limited and BSE Limited
11. Paid-up Capital: ₹29.49 Crores
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report: Amit Kumar Paladhi, +91(80)6752-4332, AmitKumar.Paladhi@in.bosch.com
13. Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together): Standalone basis (covers seven locations, including six manufacturing sites - Bidadi, Nashik, Jaipur, Gangaikondan, Naganathapura, Oragadam, along with the Corporate Office and R&D facility in Bengaluru)
14. Name of assurance provider: S. R. Batliboi & Associates LLP (Firm Regn. no. 101049W/E300004)
15. Type of assurance obtained: Reasonable assurance on BRSR Core KPIs

II. Products/services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	Percentage of Turnover of the entity
1.	Manufacturing	Automotive products, Consumer goods, Others	46.14%
2.	Trade	Wholesale Trading of Automotive products	33.11%
3.	Trade	Retail Trading of Automotive products & Consumer goods	16.01%
4.	Services	Application and engineering services	2.54%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	Percentage of total Turnover contributed
1.	Sale of Automotive Products	4530	88.88%
2.	Sale of Consumer Goods (Power Tools)	2818	9.16%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	6	36	43
International	-	1	1

19. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	35
International (No. of Countries)	31

b. What is the contribution of exports as a percentage of the total turnover of the entity? 7.44%

c. A brief on types of customers

Mobility divisions:

In our Powertrain Solutions and Two-wheeler divisions, we are a principal supplier to major Original Equipment Manufacturers (OEMs) across the passenger car, commercial vehicle, tractor, and two-wheeler segments. Our reach extends throughout the automotive aftermarket via a wide network of distributors and retailers. Furthermore, we directly serve end-users through our expanding network of Bosch Car Service (BCS) workshops, offering comprehensive vehicle maintenance and repair.

Consumer goods (Power Tools):

The Consumer Goods division primarily caters to professional users and industrial clients in the construction, woodworking, and metalworking industries. We also engage directly with end-consumers through a robust multi-channel strategy that includes both online and offline retail, supported by a comprehensive distributor network.

Building Technologies:

Bosch Building Technologies provides a comprehensive portfolio of fire safety solutions, from our Safety Systems Designer tool for planning and designing fire protection systems, to future-proof panels and highly reliable detectors. We also offer additional services for configuring and maintaining systems remotely, ensuring ongoing safety and efficiency. Our goal is to reduce risks, enhance safety, and deliver the most suitable solution for every type of building. We offer cutting-edge technologies across a wide range of sectors including Transportation, Industries, Energy, Healthcare, Commercial and Residential. With enhanced local manufacturing capabilities and a broad portfolio of intelligent and reliable solutions, Bosch Building Technologies is strongly positioned to capitalize on the growing demand across multiple verticals.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	EMPLOYEES					
1.	Permanent (D)	3133	2750	88	383	12
2.	Other than Permanent (E)	432	343	79	89	21
3.	Total employees (D+E)	3565	3093	87	472	13
	WORKERS					
4.	Permanent (F)	2544	2406	95	138	5
5.	Other than Permanent (G)	2575	2207	86	368	14
6.	Total Workers (F+G)	5119	4613	90	506	10

b. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	DIFFERENTLY ABLED EMPLOYEES					
1.	Permanent (D)	2	1	50	1	50
2.	Other than Permanent (E)	0	0	-	0	-
3.	Total differently abled employees (D + E)	2	1	50	1	50
	DIFFERENTLY ABLED WORKERS					
4.	Permanent (F)	15	14	93	1	7
5.	Other than Permanent (G)	0	0	-	0	-
6.	Total differently abled workers (F+G)	15	14	93	1	7

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	8	2	25%
Key Management Personnel	4	1	25%

22. Turnover rate for permanent employees and workers

	2025-26 (Turnover rate in current FY)			2024-25 (Turnover rate in previous FY)			2023-24 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	7%	9%	7%	6%	9%	6%	7%	10%	7%
Permanent Workers	1%	7%	1.8%	1%	7.2%	1.1%	4%	11%	4%

Note: Includes all types of separation including EVR.

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures

S. No.	Name of the holding/ subsidiary/ associate companies/ joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	Percentage of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Robert Bosch GmbH	Holding	0.00	No
2.	Robert Bosch Internationale Beteiligungen AG	Holding	67.76	No
3.	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary	100.00	No
4.	Mico Trading Private Limited	Subsidiary	100.00	No
5.	Newtech Filter India Private Limited	Associate	25.00	No
6.	Prebo Automotive Private Limited	Joint Venture	40.00	No
7.	Autozilla Solutions Private Limited	Associate	26.00	No

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

(ii) Turnover (in ₹)- 200,347 mINR

(iii) Net worth (in ₹)- 148,467 mINR

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Shareholders	Yes, https://www.bosch.in/media/our_company/shareholder_information/2022/grievance_redressal_and_other_details/grievance_redressal_and_contact_information_details2023.pdf In addition, to the above, shareholders may also post their grievances with the stock exchanges on https://scores.sebi.gov.in/	12	1	-	9	1	-
Employees and workers	Yes, we have a well-defined redressal mechanism is in place. Stakeholders can report their grievances at https://www.bosch.in/our-company/our-responsibility/#compliance	38	1	0	49	2	-
Customers		-	-	-	-	-	-
Value Chain Partners		-	-	-	-	-	-
Communities		-	-	-	-	-	-
Investors (Other than Shareholders)		-	-	-	-	-	-

26. Overview of the entity's material responsible business conduct issues

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1.	Climate action and climate change adaptation	Risk and Opportunity	**Risk:** If the expectations of stakeholders regarding the reduction of GHG emissions are not met, there is a risk of reputational damage, which can also have a financial impact. New or changing regulatory requirements worldwide – such as CO2-related taxes – may require adjustments to products and technologies and therefore lead to higher costs. Extreme weather events can disrupt processes along the value chain and lead to production and delivery stoppages, breaches of contract or loss of sales. **Opportunity:** Reducing scope 3 emissions can lead to competitive advantages and strengthen Bosch's reputation.	Treatment of risks in accordance with the Risk Management System (RMS) and Internal Control System (ICS) procedures. Compared to the baseline year 2018, Bosch intends to cut its scope 3 emissions by 30 percent in absolute terms by 2030. We can directly influence the target achievement through more efficient products. On the other hand, there are also a large number of external factors that Bosch can only influence indirectly, such as suppliers' success in reducing CO_2 emissions, the speed of transformation processes in the energy and mobility sector, or general economic development.	Positive: Brand Value, resource efficiency, preferred choice of customers and markets opportunities. Negative: Reputational risk, regulatory risk, and physical risks if Bosch limited is unable to mitigate the risk.
2.	Water	Risk and Opportunity	**Risk:** If own production processes are dependent on water, a potential water shortage can limit production capacity. Delays in delivery and loss of sales can be the result.	Treatment of risks in accordance with the Risk Management System (RMS) and Internal Control System (ICS) procedures.	Negative: Reputational risk and financial risk if Bosch Limited is unable to mitigate the risk.
3.	Circular Economy	Risk & Opportunity	**Risk:** Improper handling and disposal of hazardous waste at Bosch production locations can lead to soil, water and air pollution. New regulatory requirements to promote the circular economy may require investment in new technologies and increase production costs. **Opportunity:** Opportunities and financial benefits can arise from increasing the resilience of the supply chain through circular economy activities and the use of alternative raw material sources. Recycling production waste can reduce material costs and generate additional revenue from the sale of materials.	Treatment of risks in accordance with the RMS and ICS procedures.	Positive: Brand Value, resource efficiency, preferred choice of customers and markets opportunities Negative: Reputational risk and regulatory risk if Bosch Limited is unable to mitigate the risk.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
4.	Pollution	Risk	**Risk:** The unintentional release of pollutants at Bosch production locations (e.g. due to leaks) can lead to local limits being exceeded and to air, water and soil pollution. Improper use of such substances and materials at our own sites can lead to the release of SoCs/ SVHCs (Substances of Concern and Substances of Very High Concern) and thus to environmental pollution. Improper use of such substances and materials in upstream production processes further down the supply chain and improper product disposal can lead to the release of SoCs/SVHCs and thus to environmental pollution. The improper use and disposal of products containing SoCs/ SVHCs can lead to reputational damage with corresponding financial effects as well as fines due to environmental pollution.	Treatment of risks in accordance with the RMS and ICS procedures.	Negative: Reputational risk and regulatory risk if Bosch Limited is unable to mitigate the risk.
5.	Own workforce	Risk & Opportunity	**Risk:** Any type of violence or discrimination based on individual characteristics such as origin, orientation, gender or political opinion has a negative impact on the well-being of associates. Restrictions on freedom of association can impair social dialogue within the Company and go hand in hand with poorer working conditions and a decline in the well-being of associates. Cases of forced and child labor can cause considerable harm to those affected. If occupational health and safety regulations are not sufficiently observed or are violated, this can lead to work-related accidents with serious health consequences and even fatalities. If occupational health and safety regulations are insufficiently observed or violated, this can lead to the health and safety of associates being impaired.	Treatment of risks in accordance with the RMS and ICS procedures in the specific form of the combined management system for information security and data protection.	Positive: Brand Value, Enhanced productivity, efficiency and the preferred employer Negative: Reputational risk, regulatory risk, productivity loss, if Bosch Limited is unable to mitigate the risk.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			Weaknesses in processes to ensure data protection and individual misconduct can lead to the privacy of associates being violated. Breaches in the protection of associates' personal data can result in fines and reputational damage. Opportunity: Attractive working conditions, such as remuneration in line with the market and individual working time models, contribute to job satisfaction. The training and development of associates worldwide improves qualifications, enables individual development and contributes to long-term employability. Promoting diversity, equity and inclusion supports a sense of belonging and boosts the motivation and job satisfaction of associates.		
6.	Workers in the value chain	Risk	**Risk:** If occupational health and safety regulations are insufficiently observed or violated, this can lead to the health and safety of workers in the direct supply chain being impaired. Poor working conditions, a lack of equal opportunities or other human rights violations further down the supply chain can have a negative impact on workers.	Use of a management system to implement due diligence obligations relating to human rights and the environment.	Negative: Reputational risk and regulatory risk, if Bosch Limited is unable to mitigate the risk.
7.	Consumers and end users	Risk & Opportunity	**Risk:** Inadequate product safety information or safety failures due to process weaknesses or individual misconduct can affect the health and safety of consumers and end users. Weaknesses in processes to ensure data protection and individual misconduct can lead to the privacy of consumers and end users being violated. Data protection violations can result in fines and reputational damage.	Treatment of risks in accordance with the RMS and ICS procedures in the specific form of the combined management system for information security and data protection (ISMS/ DPMS).	Negative: Reputational risk and market risk if Bosch Limited is unable to mitigate the risk.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
8.	Business conduct	Risk & Opportunity	Risk: Serious compliance incidents such as corruption, bribery or fraud can result in high legal costs, claims for damages, sanctions and considerable reputational damage. A breach of obligations to protect whistleblowers can trigger sanctions and cause considerable reputational damage. Opportunity: Living a corporate culture, which is based on ethical principles, creates an appreciative working environment and strengthens the sense of belonging and motivation of associates to act responsibly.	Treatment of risks in accordance with the CMS, RMS and ICS procedures.	Positive: Brand Value, preferred employer Negative: Reputational risk, regulatory risk, if Bosch Limited is unable to mitigate the risk.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes										
1.	**a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No)***	Y	Y	Y	Y	Y	Y	Y	Y	Y
	b. Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
	c. Web Link of the Policies, if available	https://www.bosch.in/our-company/shareholder-information/								
2.	**Whether the entity has translated the policy into procedures. (Yes / No)**	Yes, we have translated the policies as applicable and imbibed the same into procedures and practices in all spheres of activities that we undertake.								
3.	**Do the enlisted policies extend to your value chain partners? (Yes/ No)**	Yes, in our Code of Conduct for Business Partners we require that our suppliers comply with the generally applicable labor standards as laid down in the Fundamental Principles of the International Labor Organization (ILO). This includes among other things, renouncing forced labor and child labor, not permitting any form of discrimination, as well as guaranteeing occupational health and safety, creating fair working conditions and ensuring freedom of association. We also require our suppliers to protect the environment and conserve resources and expect them to pass our requirements on to their own suppliers.								
4.	**Name of the national and international codes/ certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g.SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle**	**P1**	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**
		-	-	(ISO45001)	-	-	(ISO14001)	-	-	(ISO27001)
5.	**Specific commitments, goals and targets set by the entity with defined timelines, if any.**	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".* This can be accessed in the **ESG section** forming part of this annual report.								
6.	**Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.**	Yes. The details of performance on our ESG goals are available in the **ESG section** forming part of this annual report.								

Governance, leadership and oversight		
7.	**Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements**	Sustainability is integral to our growth strategy at Bosch Limited. We are convinced that responsible business practices can make a meaningful contribution to long-term value creation, and we therefore continue to create win–win outcomes where economic success and environmental and social progress go hand in hand. Our sustainability vision, structured across seven dimensions, defines our strategic priorities and guides our actions. Each of these is specified and continually enhanced by reference to two focus activities, where appropriate, with clearly defined, medium-term targets, enabling consistent progress and continuous enhancement. Our sustainability activities cover the entire value chain – from the procurement of materials and goods through production at Bosch sites to the product use phase and beyond ("end of life"). At Bosch Limited, we continue to strengthen our renewable energy portfolio by on-site generation and entering into long-term agreements that support the development of new photovoltaic capacity. At the same time, we continue to focus on reducing our climate impact by transitioning from higher Global Warming Potential (GWP) substances to lower GWP alternatives. Circularity remains an important focus area in our sustainability journey. We are working to improve material efficiency, support reuse and recycling, and embed circular economy principles into product design and manufacturing processes. Through these efforts, we aim to reduce waste, extend product lifecycles. We also recognize that an inclusive and diverse workplace is fundamental to sustainable growth. Our commitment to Diversity, Equity, and Inclusion (DEI) focuses on improving representation, ensuring equitable opportunities, and fostering a culture of respect and belonging. We continue to strengthen our policies, leadership engagement, and employee initiatives to support an environment where diverse perspectives are valued and individuals are empowered to contribute meaningfully.
8.	**Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).**	The Managing Director is responsible for implementation and oversight of the Business Responsibility policy (ies).
9.	**Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.**	The Board of Directors has the overall responsibility of Company's governance and decision making on Sustainability practices. The Board plays a pivotal role in identifying and managing ESG and sustainability related issues. It monitors various aspects of social, environmental, governance and economic responsibilities of the Company on a continuous basis. The Company's business responsibility and sustainability performance is reviewed by the Board of Directors on an annual basis.

***Principle-wise policies:**

The Company's position on the principles is unequivocally defined in the central polices laid for the Bosch Group as a whole. The Company has also adopted a few standalone policies based on the legal requirement in India.

Principle	Name of Policy
Principle 1 Ethics, Transparency and Accountability	Code of Conduct, Code of Conduct for Business Partners
Principle 2 Product Life Cycle Sustainability	Code of Conduct, Bosch Group Policy for Conflict Raw Material, Design for Environment Norm
Principle 3 Employees' *Well-being*	Basic principles of social responsibility at Bosch, Employee Relations Policy, EHS Policy (Guidelines of Work Safety and Environmental Protection), Equal employment Opportunity Policy
Principle 4 Stakeholder Engagement	Basic Principles of Social Responsibility at Bosch, Corporate Social Responsibility Policy
Principle 5 Human Rights	Basic Principles of Social Responsibility at Bosch, Code of Conduct, Code of Conduct for Business Partners, Declaration of Principles on Human Rights of the Bosch Group
Principle 6 Environment	Code of Conduct, EHS Policy (Guidelines of Work Safety and Environmental Protection), Basic principles of social responsibility at Bosch, Code of Conduct for Business Partners
Principle 7 Policy Advocacy	Code of Conduct
Principle 8 Inclusive Growth	Corporate Social Responsibility Policy
Principle 9 Customer Value	Basic Principles of Social Responsibility at Bosch, Code of Conduct

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Yes, by the Board of Directors									Annually								
Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances	Yes, by the Board of Directors									Quarterly								

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/ No).[1] If yes, provide name of the agency.[2]	P1	P2	P3	P5	P6	P7	P8	P9
	-	-	Yes, both internal and external agency[2] (ISO 45001)	-	Yes, both internal and external agency[2] (ISO 14001)	-	-	Yes, both internal and external agency[2] (ISO 27001)

[1] Internal reviews and assessments are carried out periodically and stringently for assessing/ evaluating the working of policies for all Principles.

[2] Name of External Agency: Bureau Veritas (India) Pvt. Ltd.

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	Not Applicable								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1 BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY, AND IN A MANNER THAT IS ETHICAL, TRANSPARENT AND ACCOUNTABLE.

Essential Indicators

1. Percentage coverage by training and awareness programs on any of the Principles during the financial year:

Segment	Total number of training and awareness programs held	Topics / principles covered under the training and its impact	Percentage age of persons in respective category covered by the awareness programs
Board of Directors	1	Bosch Code of Conduct	100%
Key Managerial Personnel	4	Bosch Code of Conduct, Anti-corruption, Prevention of Sexual Harassment Committee	100%
Employees other than BoD and KMPs	81	Bosch Code of Conduct, Data Privacy, Cybersecurity, Anti-corruption and Anti- trust, Prevention of Sexual Harassment Committee	100%
Workers	39	Prevention of Sexual Harassment Committee	100%

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format:

	Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	-	-	-	-	-
Settlement					
Compounding fee	-	-	-	-	-

	Non-Monetary			
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	-	-	-	-
Punishment	-	-	-	-

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
-	-

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

All business activities of the Bosch-Group and the acts of its employees must be in compliance with laws, the Code of Conduct and with further internal corporate guidelines and central directives. We adhere to the principle of legality in all dealings, actions, contracts, and other activities in all countries in which we operate.

As per Bosch Code of Conduct, Bosch does not tolerate corruption in any form. Corrupt behavior of associates or business partners is liable to prosecution as it distorts competition, results in financial loss, and harms the Company's reputation. The Code of Conduct can be accessed at https://assets.bosch.com/media/en/global/bosch_group/compliance/bosch-code-of-conduct.pdf

The central directive "Gratuities in dealings with third parties" regulates how to deal with gratuities in the course of Bosch's business activities. It defines minimum core requirements for giving and receiving gratuities. When it comes to giving gratuities to public officials or people in similar positions, we apply extreme restrictions. We wish to avoid even the appearance of an attempt to gain influence. We ourselves do not accept gratuities from public officials. We neither offer nor grant public officials benefits for carrying out or expediting official acts. We abide by this regardless of whether we are legally entitled to the official act, or the public official behaves in a manner that violates their official duties.

The Bosch Group has a Code of Conduct for Business Partners that defines a clear commitment to legality, Bosch values, social and environmental standards. Its business partners are regularly subject to a standardized and risk- based compliance check. The Code of Conduct for Business Partners can be accessed at https://assets.bosch.com/media/en/global/bosch_group/compliance/code-of-conduct-for-business-partners.pdf

The aspect of 'whistleblower protection' is comprehensively dealt within the Bosch globally binding Directive "Bosch Group Compliance Management System", the Whistle Blower Policy and the Code of Conduct of Bosch Limited. These binding regulations clearly mandate that all employees should report possible violations of the law, internal regulations or breaches of the Code of Conduct in Confidence and the reports made in good faith must not result in any disadvantage for the reporting employee. Every report of possible violations as well as the measures subsequently taken are documented by the Compliance Officer.

The compliance training program is available to our associates as Web-based training (WBT) and offered as classroom/ online training or webinars. Participation is mandatory for certain target groups of associates selected using a risk-based approach, including associates without collectively bargained contracts due to their special responsibility as specialists or managers, but also numerous associates in selected areas or in special functions. Our minimum compliance training courses cover five areas: business ethics, product compliance, anti-corruption, antitrust, and export control. Our training courses are regularly refined and updated to accommodate new content and developments.

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

	2025-26	2024-25
Directors	-	-
KMPs	-	-
Employees	-	-
Workers	-	-

6. Details of complaints with regard to conflict of interest:

	2025-26		2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	-	-	-	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	-	-	-	-

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not Applicable

8. Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured):

	2025-26 (Current Financial Year)	2024-25 (Previous Financial Year)
Number of days of accounts payables	79	75

9. Open-ness of business

Details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties:

	Metrics	2025-26 (Current Financial Year)	2024-25 (Previous Financial Year)
Concentration of Purchases[1]	Purchases from Trading houses as Percentage of total purchases	Nil	Nil
	Number of trading houses where purchases are made from	Nil	Nil
	Purchases from top 10 trading houses as percentage of total purchases from trading houses.	Nil	Nil
Concentration of Sales	Sales to dealers/distributors as Percentage of total sales	19.22%	24.52%
	Number of dealers/distributors to whom sales are made	3,145	3,743
	Sales to top 10 dealers/distributors as Percentage of total sales to dealers/ distributors	7.98%	10.44%
Share of RPTs	Purchases (Purchases with related parties/ Total purchases)	58.07%	57.51%
	Sales (Sales to related parties/total sales)	9.55%	10.24%
	Loans &advances (Loans and advances given to related parties/total loans and advances	93.42%	96.08%
	Investments (Investments in related parties/ total investments made	0.47%	0.52%

[1]Not applicable. There were no purchase from trading houses during this period.

Leadership Indicators

1. Awareness programs conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programs held	Topics / principles covered under the training	Percentage of value chain partners covered (by value of business done with such partners) under the awareness programs
3	Principle 1,2,3,5,6: Topics covered are: - Bosch Code of Conduct with General expectations on Value chain partners about respecting Principles of Legality which includes paying Taxes, Custom duties, fulfilling anti-trust laws, fair competition. - Social Standards: Human rights, Forced Labor, Child Labor, Fair treatment, Freedom of association, Occupational Health and Safety, - Environmental Standards: Environmental protection, Climate action, Water, Air & Soil Quality - Business relationship: Avoid Conflict of Interest, Free competition, Anti-Corruption, Data Privacy & Data Security, Customs and Export control regulation	96.87% coverage for Code of Conduct for Business Partners acceptance (with value of Business > 10000 Euro per year)

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes, as per the Company's Code of Conduct, the Directors are required to disclose to the Board of Directors, any personal interest that they may have in material, financial and commercial transactions resulting in a potential conflict with the interest of the Company at large.

Annual affirmation that the Directors do not have personal interest in any body/organization/person having financial/ commercial transactions with the Company that may have potential conflict with the interest of the Company at large above-mentioned declarations.

PRINCIPLE 2 BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE AND SAFE

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	2025-26	2024-25	Details of improvements in environmental and social impacts
R&D	100%	100%	Investments focus on reducing environmental impact by improving air quality and supporting carbon neutrality goals. Key projects include developing AIS175, BS VII, TREM 5/TREM3AA compliant systems, CAFE emission norm solutions including electric, hybrid electric vehicles and biofuels, and hydrogen-based powertrain technology. Bosch also works on Thermal systems development with highly efficient products that support CO2 reduction, as well as ADAS to make commercial vehicles safe.
Capex	100%	100%	Capital expenditure is directed toward upgrading manufacturing facilities for eco-friendly products and building R&D infrastructure like the Spark.NXT campus, hydrogen powertrain development, electric vehicle component development and testing. These assets support smart manufacturing processes that minimize energy and water consumption, as well as in the development and testing of products meant to improve the sustainability of the transport sector.

2. **a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Bosch is deeply committed to embedding sustainability and ethical principles throughout its global supply chain. Our comprehensive strategy is anchored in key corporate policies, including our **'Code of Conduct for Business Partners'** and the **'Bosch Group Policy for Conflict Raw Materials'**, which form a mandatory part of all supplier agreements. This framework is further guided by our adherence to the principles of the **'UN Global Compact'**.

This strategy establishes clear, non-negotiable standards for our business partners in several critical areas:

- **Environmental Protection:** We require suppliers to manage resources responsibly and implement measures to limit the environmental impact of their operations. All partner sites and processes must meet or exceed legal standards for environmental protection and fire safety.
- **Human Rights and Labor Standards:** We demand the unequivocal respect for internationally recognized human rights. This includes the strict prohibition of child and forced labor, the provision of fair working conditions with wages meeting legal or industry benchmarks, and full compliance with occupational health and safety laws.
- **Responsible Raw Material Sourcing:** To combat the financing of armed groups, we conduct rigorous due diligence on our supply chain for "conflict minerals" (3TG), in line with OECD guidelines. We require suppliers to report on material origin and exclusively use validated, conflict-free smelters.

To ensure these standards are rigorously applied and upheld, we have implemented a multi-layered verification and enforcement system:

- **Mandatory Vetting and Audits:** All new suppliers undergo a mandatory Corporate Social Responsibility (CSR) verification. Furthermore, we reserve the right to audit our suppliers to ensure ongoing compliance.
- **Performance-Based Classification:** Sustainability is a critical component of our supplier management framework. An acceptable CSR verification is a prerequisite for a supplier to achieve "Preferred Supplier" status, our designation for top-performing partners.
- **Formal Escalation Process:** A structured escalation process is in place to address and rectify any instance where a supplier fails to meet our standards, ensuring continuous performance and compliance.

This holistic approach ensures that our suppliers are active partners in upholding our commitment to social and environmental responsibility, creating a supply chain that is not only resilient and competitive but also fundamentally ethical.

b. If yes, what percentage of inputs were sourced sustainably?

The effectiveness of the procedures detailed above is tracked through Key Performance Indicators (KPIs). A primary KPI for the successful implementation of our program is the compliance rate across our supplier base. Our commitment to a responsible supply chain is measured through comprehensive CSR assessment that evaluates adherence to our sustainability standard. As of March 31, 2026, the CSR assessment covered 92.46% of our suppliers with an annual business value exceeding €100,000.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

We do not operate product take-back or end-of-life reclamation programs, as our primary products automotive components—are supplied to automotive OEMs for vehicle manufacturing, and we do not have direct engagement with or control over end users of the vehicles.

Aligned with the principles of a circular economy, Bosch Limited is reducing its ecological footprint while striving to create positive social value. Our approach emphasizes reducing waste generation and enhancing resource efficiency through reuse, recycling and other recovery. We adhere to the applicable regulations governing waste transport and disposal, supported by dedicated teams at each manufacturing location responsible for effective waste segregation and management.

We have implemented initiatives to divert waste from disposal streams by converting suitable waste into Alternate Fuel and Raw Material (AFR) for use in the cement industry, in compliance with pollution control board guidelines. This has enabled a significant proportion of waste generated to be recycled, reused, or recovered.

We comply with Extended Producer Responsibility (EPR) requirements under the Plastic Waste Management Rules, e-waste management rules, Battery Waste Management Rules and Hazardous & Other Wastes Rules, with necessary certifications obtained and processes in place to ensure ongoing compliance.

Hazardous and other wastes are disposed of through authorized recyclers for further processing. Waste streams with high calorific value are increasingly co-processed as Alternate Fuel Resources in industries such as cement manufacturing, replacing conventional incineration practices and contributing to resource recovery.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes, the waste collection plan is in line with the extended producer responsibility plan issued under plastic, e-waste management rules, Battery Waste Management Rules and Hazardous & Other Wastes Rules.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC Code	Name of Product/Service	Percentage of total Turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/ No)	Results communicated in public domain (Yes/ No) If yes, provide the web-link
4530	APM (Accelerator Pedal Module)	0.32%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	TF (Temperature Sensor)	0.12%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	FDB (Fuel Distributor Block) and PF – CR (Common Rail)	1.89%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	NHA	3.45%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	CP1; CP1H (High Pressure Pump)	0.01%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	IP; VE; VP; PF-Conv Pumps	1.86%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	FCU1 (Fuel Control Unit)	0.40%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No
4530	Crankshaft sensor & Rotational Speed Sensor Crank	0.50%	Cradle-to-Grave (Life Cycle Perspective)	Yes	No

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Fuel Return Line (FRL) is an integral part of a diesel common rail fuel injection system, which traditionally contained a hose made of fluoro rubber (FKM). FKM is a Per- and Polyfluoroalkyl substance (PFAS), constitute a large family of fluorinated chemicals, exceeding several thousand that might be in commercial use or the environment, that vary widely in their chemical and physical properties. Some PFAS substances are considered substances of very high concern (SVHC), as they are very long-lived, accumulate in organisms and can be harmful to the human body. Considering the environmental and social impact of using FKM and current proposals to regulate and restrict the use of PFAS in the European region, Bosch proactively explored replacing FKM with safer alternatives in its FRL product. Hydrogenated nitrile rubber (HNBR) was found to be a suitable alternative to FKM in this product, and Bosch designed extensive validations to ensure that the FRL with HNBR hose would be able to meet internal standards as well as technical specifications, including extended use conditions for future applications. Bosch is now in active discussions with all customers to intimate them about the change and take concurrence to phase out FKM and introduce HNBR-based FRL's.

PRINCIPLE 3 BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	Percentage of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
Permanent employees											
Male	2750	2750	100	2750	100	NA	NA	2750	100	NA	NA
Female	383	383	100	383	100	383	100	NA	NA	383	100
Total	**3133**	**3133**	**100**	**3133**	**100**	**383**	**12**	**2750**	**88**	**383**	**12**
Other than Permanent employees											
Male	343	343	100	343	100	NA	NA	NA	NA	NA	NA
Female	89	89	100	89	100	89	100	NA	NA	NA	NA
Total	**432**	**432**	**100**	**432**	**100**	**89**	**21**	**NA**	**NA**	**NA**	**NA**

*NA: Not Applicable

b. Details of measures for the well-being of workers:

Category	Percentage of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
Permanent workers											
Male	2406	2406	100	2406	100	NA	NA	-	-	-	-
Female	138	138	100	138	100	138	100	NA	NA	138	100
Total	**2544**	**2544**	**100**	**2544**	**100**	**138**	**100**	**-**	**-**	**138**	**100**
Other than Permanent workers											
Male	2207	-	-	2207	100	NA	NA	0	0	0	0
Female	368	-	-	368	100	368	100	NA	NA	368	100
Total	**2575**	**-**	**-**	**2575**	**100**	**368**	**100**	**0**	**0**	**368**	**100**

*NA: Not Applicable

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent)

	2025-26 (Current Financial Year)	2024-25 (Previous Financial Year)
Cost incurred on well-being measures as a Percentage of total revenue of the Company	0.1%	0.1%

2. Details of retirement benefits, for Current FY and Previous Financial Year:

	2025-26 (Current Financial Year)			2024-25 (Previous Financial Year)		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority
PF	100% of the applicable employees, as per the Act	100% of the applicable workers, as per the Act	Yes	100% of the applicable employees, as per the Act	100% of the applicable workers, as per the Act	Yes

	2025-26 (Current Financial Year)			2024-25 (Previous Financial Year)		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority
Gratuity	100% of the applicable employees, as per the Act	100% of the applicable workers, as per the Act	Not Applicable	100% of the applicable employees, as per the Act	100% of the applicable workers, as per the Act	Not Applicable
ESI	-	100% of the applicable workers, as per the Act	Yes	-	100% of the applicable workers, as per the Act	Yes

3. Accessibility of workplaces

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard:

Bosch is fully committed to fostering an inclusive and accessible workplace for all employees and workers, in complete alignment with the requirements of the Rights of Persons with Disabilities Act, 2016.

Our approach is one of continuous improvement, involving systematic accessibility audits and a phased implementation of enhancements across our office and plant locations.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy:

Bosch Group is committed to provide equal opportunities in employment through creating an inclusive workplace in which all segment of employees are treated with respect, fairness and dignity. As a part of our social responsibility, we believe in integration of Persons with Disabilities. We have formulated a policy with the objective of the "Equal Opportunity Policy for Persons with Disabilities" to ensure that the persons with disabilities enjoy the right to equality, life with dignity and respect equally with others. It also provides the necessary safeguards to the PWDs in the form of amenities & facilities at the workplace, defines roles and tasks specifically designated for PWDs, provision for assistive devices and Grievance Redressal Mechanism. Refer: https://www.bosch.in/media/our_company/shareholder_information/2026/eeo_policy_for_persons_with_disabilities_rbin-2024.pdf for our "Equal Employment Opportunities Policy for Persons with Disabilities (PWD)"

5. Return to work and Retention rates of permanent employees and workers that took parental leave:

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	100%	-	-
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief:

	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers Other than Permanent Workers	The Company has a grievance redressal mechanism in line with the statutory framework under Industrial Dispute Act, 1947 for grievance redressal mechanism for the permanent workers where workers or their representatives can raise their grievances in areas like wages, discrimination, child labor, human rights related issues etc. This is in line with the grievance redressal policy of the organization
Permanent Employees Other than Permanent Employees	Employees can raise their concern on dedicated email ID or report their grievances at https://www.bosch.in/our-company/our-responsibility/#compliance. We also have a defined escalation matrix. We also have an Employee Relations Policy applicable for all employees and workers.

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

Category	2025-26			2024-25		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s)or Union (D)	% (D / C)
Total Permanent Employees	**3133**	**NA**	**NA**	**3185**	**NA**	**NA**
- Male	2750	NA	NA	2832	NA	NA
- Female	383	NA	NA	353	NA	NA
Total Permanent Workers	**2544**	**2448**	**96**	**2557**	**2376**	**93**
- Male	2406	2376	99	2404	2364	98
- Female	138	72	52	153	12	8

8. Details of training given to employees and workers:

Category	2025-26					2024-25				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C /A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Male	3093	327	11	1779	58	3161	485	15	2454	78
Female	472	168	36	289	61	447	64	14	362	81
Total	**3565**	**495**	**14**	**2,068**	**58**	**3608**	**549**	**15**	**2816**	**78**
Workers										
Male	4613	3484	76	1710	37	4583	3781	83	2100	46
Female	506	475	94	353	70	574	549	96	450	78
Total	**5119**	**3959**	**77**	**2063**	**40**	**5157**	**4330**	**84**	**2550**	**49**

9. Details of performance and career development reviews of employees and worker:

Category	2025-26			2024-25		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	3093	2126	69	3161	2358	75
Female	472	257	54	447	274	61
Total	**3565**	**2387**	**67**	**3608**	**2632**	**73**
Workers						
Male	4613	4613	100	4583	2995	65
Female	506	506	100	574	373	65
Total	**5119**	**5119**	**100**	**5157**	**3368**	**65**

Note:

1. The performance and career development review for workers are as per Long Term Settlement (LTS).
2. Number of employees mentioned at No. (B) and No. (D), excluding trainees, as at December 31, 2025 and as at December 31, 2024, were subject to performance and career development.

10. Health and safety management system:

a. **Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?**

All relevant production and development sites* (including 6 manufacturing plants and 1 Corporate Office) of Bosch Limited have implemented occupational health and safety management systems in alignment with the ISO 45001 standard. We remain committed to ensuring that all applicable locations operate under certified occupational health and safety management systems, thereby upholding our dedication to the highest standards of workplace safety and continuous improvement.

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

b. **What are the processes used to identify work-related hazards and assess risks on a routine and non- routine basis by the entity?**

All Bosch plants have established the process for Hazard Identification and Risk Assessment (HIRA) for both routine and nonroutine activities which are carried out by employees.

We focus on the early detection of dangerous situations and hazards (hazard recognition). To this end, we continue to raise awareness among executives and associates through special training and in annual occupational health and safety campaigns to empower them to take a proactive approach to prevent accidents in their area. As relevant to the operations at our locations, workplace or activity-related hazard assessments are carried out regularly. These are used as a basis for determining any preventive and protective measures needed, and our associates are instructed accordingly.

c. **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

Yes, plants have established system for reporting work-related hazards including near misses by means of manual system as well as digital system. It is further channelized to the departments responsible for initiating the actions and eliminating the associated risks.

d. **Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)**

Yes, Employees and workers of Bosch Limited have access to non-occupational medical and healthcare services. Onsite Health and wellness centers provide timely emergency care, primary care and chronic disease management through inhouse medical team. Health awareness programs include digital broadcast platforms, namely 'The Wellness Channel' which facilitates awareness on holistic health through inhouse and external medical experts.

Health screening provisions include executive health checks and biometric health screenings which are aimed at early diagnosis and early intervention for employees optimal health. Emotional health support through AI enabled app partner that provides access to self-help tools, AI powered chatbot and Virtual counseling. We also have onsite Psychologist who supports virtual and in person counseling for employees.

11. Details of safety related incidents:

Safety Incident/Number	Category	2025-26	2024-25
Lost Time Injury Frequency Rate (LTIFR)1 (per one million-person hours worked)	Employees	0.17	0.17
	Workers	0.00	0.36
Total recordable work-related injuries	Employees	3	3
	Workers	0	3
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

Note:

1. According to the Factories Act, any accident causing injury that prevents the injured person from working for 48 hours or more immediately after the accident is considered a recordable injury. However, Bosch Limited has more stringent internal guidelines and any accident is reported, in case the injured employee doesn't report for work within 24 hours of occurrence of the incident.
2. LTIFR calculated using actual staff attendance, standard monthly working days and hours, with logical assumptions for holidays and absenteeism.

12. Describe the measures taken by the entity to ensure a safe and healthy workplace:

a. Hazard identification and Risk Assessment (HIRA) is done in accordance with Occupational health & safety management system - ISO 45001

b. Hierarchy of controls is followed to prioritize and deploy risk control measures before execution of job.

c. Safety Committees are in place at various levels for employee engagement to review the adequacy of resources and to provide support for safety management system deployment.

d. Deployment of Health & Safety system of work is assured through periodic safety audits and inspections across plants by various levels from plant management to front line managers.

13. Number of Complaints on the following made by employees and workers:

	2025-26			2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil	Nil	-	Nil	Nil	-
Health & Safety	Nil	Nil	-	Nil	Nil	-

14. Assessments for the year:

	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working Conditions	100

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions:

Based on learnings from past incidents, the Company has focused on strengthening engineering controls through detailed risk assessments, improved machine safeguarding, and interlock enhancements to address risks at source. These measures have been implemented across locations to ensure consistency in safety standards.

At the same time, efforts to sustain Behavior-Based Safety (BBS) have been continued through a structured observer program and standardized observation checklists, enabling regular feedback and reinforcement of safe practices.

These actions aim to strengthen preventive safety measures, encourage employee participation, and support the Company's commitment to achieving zero accident.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, as per internal Company guidelines.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Our commitment to supply chain integrity is upheld through a formal supplier audit program. This program is applied proactively when we begin new partnerships, with the findings of our risk analyzes 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 conducted mainly by Purchasing organization over a validity period of 3 years and are based on a checklist of specific criteria relating to the environment, occupational health and safety, and human rights. These assessments are also conducted on-site at supplier manufacturing locations by our Purchasing organization.

Drill-deep assessments are conducted by Bosch Purchase Quality organization and represent a more detailed assessment at our value chain partners which are nominated on the basis of Supplier strategy definition from Purchase organization. The assessment comprises of six chapters; 1. CSR Management, 2. Labor Standards, 3. Environment, 4. Employee Health & Safety, 5. Human rights and 6. Governance. These assessments are done extensively by involving plant management, human resource department and also participation from personnel of Employee Health and Safety departments.

As of March 31, 2026, the CSR assessment covered 92.46% of our suppliers with an annual business value exceeding €100,000.

3. Number of employees / workers having suffered high consequence work- related injury / ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	2025-26	2024-25	2025-26	2024-25
Employees	Nil	Nil	Nil	Nil
Workers	Nil	Nil	Nil	Nil

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

The Company is committed to supporting our associates through every stage of their career, including their transition into retirement. For those taking early retirement, we provide dedicated career transition services through a specialized external agency, ensuring a smooth and supportive process.

Furthermore, we believe in maintaining a lifelong relationship with our valued experts. Our Bosch Management Services, India (BMSI) initiative provides a platform for retired employees to continue contributing their deep knowledge and expertise. Based on business needs, these alumni can be engaged on a contractual basis for specific projects, allowing us to leverage their invaluable experience while offering them a flexible way to remain professionally active up to the age of 70.

5. Details on assessment of value chain partners:

	Percentage of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	92.46% of total no of value chain partners with an annual business value exceeding €100,000
Working Conditions	92.46% of total no of value chain partners with an annual business value exceeding €100,000

6. Details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Our regular assessments of health and safety practices among our value chain partners have confirmed that there are no significant risks to report. However, as part of our commitment to continuous improvement, we identified several minor deviations. These were primarily related to enhancing electrical safety protocols, improving emergency preparedness measures such as access to first-aid and fire safety equipment, ensuring the consistent use of Personal Protective Equipment (PPE), and refining workplace organization.

In response, we have implemented a series of tangible corrective actions. These include physical upgrades to the work environment, such as providing specialized safety equipment like electrostatic mats, elevating electrical panels, and installing clear emergency exit lighting. Procedural improvements have also been made, with updated safety-guideline displays and enhanced operator training programs. To ensure these measures are effective and lasting, we have increased the frequency and rigor of our shop-floor monitoring.

PRINCIPLE 4: BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

We identify our key stakeholder groups through a structured and periodic stakeholder mapping process, considering all individuals and entities that influence or are impacted by its operations, products, and services. Stakeholders are prioritized based on defined criteria such as the extent of impact, level of influence, degree of dependency, and relevance to the Company's ESG priorities.

This process is supported by cross-functional inputs. The stakeholder mapping is reviewed and updated at regular intervals to ensure continued alignment with evolving business context, regulatory expectations, and sustainability objectives.

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.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of Communication (Email, SMS, News paper, Pamphlets, Advertisement, Community meetings, Notice, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others - please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Associates and employee representative bodies	No	Dialogue with associates and their representative bodies, training programs, surveys, internal media, Bosch Business Dialog	Daily, Monthly, Quarterly, Half Yearly / Annually (Project/ Program dependent)	• Inclusion of viewpoints, experiences, and expectations • Work life balance, growth and training, collaboration for business strategy, Feedback.
Customers	No	Customer services, training programs, surveys, trade fairs, social media	Continuous (as needed)	• Inclusion of viewpoints, experiences, and expectations • Inquiries and audits, Relationship building, Grievances Redressal
Suppliers, partners and their employee representative bodies	No	Supplier days, awards, training programs, assessments, dialogue as part of industry initiatives	Continuous (As Needed)	• Responsible procurement, decarbonization of our supply chain • Code of Conduct adherence, relationship building, business continuity • Improvements and action plans to improve sustainability performance

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of Communication (Email, SMS, News paper, Pamphlets, Advertisement, Community meetings, Notice, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others - please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Investors	No	Conference calls, analyst meetings, investor Conferences, press releases and presentations	Quarterly, Annually, As Needed	• 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 • Credibility & visibility enhancement, Communication.
Associations	No	Participation in committees and working groups, initiatives and association memberships	As Needed	• Developing industry standards, understanding the views of employee representative bodies • Knowledge sharing on industry best practices, policy advocacy for sustainable development
Universities and research institutes	No	Collaborations, lectures, dialogue events, trade fairs	As Needed	• Developing innovations, talent acquisition • Pilot Projects
Government departments	No	E-mails, Reports, dialogue events	Program based and as needed	• Approvals and Permissions, policy alignment, scheme integration
Policymakers and regulatory bodies	No	Contact for questions from policymakers, involvement in committees organized by governments or ministries, and Regulatory Compliance Reports	Continuous (As Needed)	• Communications on legislation, compliance navigation.
Communities and local stakeholders	Yes	Local community talks and Community meetings, events	Monthly / Quarterly / Program based	• Community awareness and livelihood enhancement • Dealing with concerns, questions and feedback, strengthening local initiatives
Civil society and NGOs	No	Dialogue events, answering questions, collaborations, donations	As Needed	• Dealing with concerns, questions and feedback, strengthening initiatives

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   At Bosch Limited, stakeholder consultation is embedded within a robust governance framework to ensure alignment of CSR and ESG priorities with societal needs. Inputs from stakeholders are systematically captured through community consultations, field engagements, and partner interactions, particularly across programs implemented with Bosch India Foundation and other partners.

   A dedicated Social Impact Advisory Committee conducts quarterly reviews with the CSR Head, providing strategic input which is further presented to the Board CSR Committee. Members of the Advisory Committee and Board CSR Committee also undertake field visits to review project implementation and engage with community stakeholders and assess on-ground impact.

   This multi-layered consultation mechanism ensures continuous feedback flow, strengthens transparency, and enables informed decision-making at the leadership and Board level, thereby enhancing the effectiveness and inclusivity of Bosch's CSR initiatives.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes. At Bosch Limited, stakeholder consultation plays a critical role in identifying and managing key environmental and social priorities. Our CSR interventions are designed based on need assessments and continuous engagement with community stakeholders, Gram Panchayats, government departments, and NGO partners, ensuring alignment with local needs and national priorities.

   Inputs received from stakeholders are systematically integrated into program design and execution. For instance, water conservation and watershed projects are planned based on community inputs on water scarcity and local ecological conditions, leading to targeted interventions such as lake rejuvenation and afforestation. Similarly, skill development programs (e.g., BRIDGE, LEAP) are aligned with government priorities, industry requirements, and youth aspirations gathered through stakeholder consultations, enhancing employability outcomes.

   In education, partnerships with government schools and local authorities have enabled need-based infrastructure development and teacher training initiatives. Additionally, feedback from environment protection institutions, roadside mechanics, road accident data and communities have been the basis to design the Green Garage and road safety programs, ensuring relevance and adoption at the grassroots level. All such initiatives are aligned with RBIN's CSR policy, ensuring structured implementation, measurable impact, and long-term sustainability**.**

3. **Details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

   Addressing the needs of vulnerable and marginalized stakeholders is anchored in a structured governance and engagement framework. The Board CSR Committee provides strategic direction on project selection, monitors compliance and impact, and ensures transparent stakeholder communication – complemented by field visits to assess the progress and impact, interact with beneficiaries. All interventions are designed through need-based assessments and delivered through a multi-stakeholder approach involving Bosch India Foundation, civil society organisations, academic institutions, community and relevant government departments/institutions wherever necessary.

   Skill Development: In 2025–26, 22,819 youth were enrolled across BRIDGE, LEAP, and Technical Skill programmes. To ensure equitable access, dedicated outreach programs also reached 350 Persons with Disabilities (PwDs), 155 LGBTQIA+ individuals, and 8,930 women – with interventions tailored to address the specific skill development barriers each group faces, including accessible training formats, sector-specific curricula, and placement linkages.

   Sustainable Mobility: Under this thematic area, Bosch Limited works across three sub-verticals to address concerns related to lack of sustainable mobility solutions especially those related to safety and environmental concerns. During the reporting year, the focus on road safety ensured reach to 23,511 school students across 72 schools in multiple locations, 4,059 college students, 5,000+ driving licence applicants and college students, and 1180 commercial drivers were sensitized on safe road practices, with on-ground measures such as CCTV installations and highway audits on key national highways were also initiated. Through the Green service camp programme, 3,147 roadside mechanics – a traditionally underserved occupational group – were trained in environmentally sustainable servicing practices, including responsible waste handling and resource optimization, contributing to greener automotive service ecosystems and enhanced livelihoods. Collaboration with research and academic institutions were initiated to drive innovation and support research on safer, greener, and more inclusive mobility solutions – ensuring that advancements in mobility technology and other solutions are developed with and for the benefit of marginalized communities.

   Integrated Community Development (ICD): Over the past decade, the localized interventions across four sub-themes of Integrated Community Development have delivered strong outcomes for underserved communities, especially those in rural areas.

   - On Environment, targeted water conservation interventions across seven water bodies conserved 1.76 billion litres of water, benefiting 1,46,810+ community members, while 18,200+ trees were planted supporting farmer livelihoods.
   - Need-based infrastructure, smart classrooms, and teacher capacity building reached 1,003 teachers and 31,215+ students.
   - Over 87,900+ individuals across 130 villages in four states accessed basic healthcare and nutrition support through Mobile Medical Units and the mid-day meal initiative.
   - The Community development centers and associated rural livelihood projects, reached 40,897 lives across 126 villages, and supported economic empowerment of 3,997 individuals including 957 women and have strengthened 183 Self-Help Groups.

   Employee Volunteering: Complementing these programmatic interventions, the Bosch India Social Engagement movement mobilised 4,723 volunteers, including 3,776 Bosch associates and 947 external volunteers across 105 activities, logging in 13,629 volunteering hours and reaching 1,09,410 beneficiaries. Volunteers contributed to tree plantation, blood donation, awareness sessions, school mural painting activities, reinforcing community connect and deepening engagement with marginalized groups beyond formal programme boundaries.

   Through this structured approach combining governance oversight, need-based design, community-level delivery, and active employee participation Bosch ensures that the concerns of marginalized communities are translated into measurable, scalable, and sustainable outcomes across all CSR initiatives.

PRINCIPLE 5 BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	2025-26			2024-25		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees/ workers covered (D)	% (D / C)
Employees						
Permanent	3133	281	9	3185	960	30
Other than permanent	432	406	94	423	105	25
Total Employees	**3565**	**687**	**19**	**3608**	**1065**	**30**
Workers						
Permanent	2544	2544	100	2557	2557	100
Other than permanent	2575	2575	100	2600	2600	100
Total Workers	**5119**	**5119**	**100**	**5157**	**5157**	**100**

The number/percentages of training mentioned above pertain to People Policies through various initiatives and connect session at respective locations. This is excluding the mandatory training on Prevention of Sexual Harassment that is imparted as a web-based training.

2. Details of minimum wages paid to employees and workers, in the following format:

Category	2025-26					2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	**3133**	**-**	**-**	**3133**	**100**	**3185**	**-**	**-**	**3185**	**100**
Male	2750	-	-	2750	100	2832	-	-	2832	100
Female	383	-	-	383	100	353	-	-	353	100
Other than Permanent	**432**	**-**	**-**	**432**	**100**	**423**	**-**	**-**	**423**	**100**
Male	343	-	-	343	100	329	-	-	329	100
Female	89	-	-	89	100	94	-	-	94	100
Workers										
Permanent	**2544**	-	-	**2544**	**100**	**2,557**	**-**	**-**	**2,557**	**100**
Male	2406	-	-	2406	100	2,404	**-**	**-**	2,404	100
Female	138	-	-	138	100	153	**-**	**-**	153	100
Other than Permanent	**2575**	**1222**	**45**	**1537**	**60**	**2,600**	**3301**	**13**	**2,270**	**87**
Male	2207	1087	49	1120	51	2,179	**114**	**5**	2,065	95
Female	368	135	37	233	63	421	**216**	**51**	205	49

3. Details of remuneration/salary/wages:

a. Median remuneration/wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category (Amount in ₹)	Number	Median remuneration/ salary/ wages of respective category (Amount in ₹)
Board of Directors (BoD)[1]	6	74,90,000	2	69,55,000
Key Managerial Personnel	3	4,66,51,581	1	8,17,99,452
Employees other than BoD and KMP	2747	25,09,251	382	19,02,000
Workers	2406	13,57,409	138	6,24,749

Note:

1. Does not include Mr. Stefan Grosch (from May 10, 2023), Director as he has waived the remuneration.

b. Gross wages paid to females as percentage of total wages paid:

	2025-26	2024-25
Gross wages paid to females as percentage of total wages	8.11%	7.56%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes. As an integral part of the Bosch Group, Bosch Limited is governed by a multi-layered corporate structure designed to ensure accountability for human rights issues, with clear focal points at the highest levels of the organization.

Our commitment is operationalized through a formal risk management system, defined in binding internal corporate regulations. This system ensures that high standards for human rights and environmental due diligence are applied consistently across all our global operations, including those of Bosch Limited and our supply chain.

The Group's governance and responsibility structure is as follows:

a. Board-Level Ownership: A designated member of the Board of Management of the Bosch Group holds ultimate, overarching responsibility for sustainability and human rights compliance.

b. Dedicated Group-Level Bodies: Supporting this board member are two primary focal points:

- A Human Rights Committee, which provides strategic guidance for the entire Group.
- A Human Rights Officer, who manages the operational aspects and reports directly to the responsible Board Member.

c. Direct Reporting & Accountability: To ensure high-level engagement, the Board Member regularly attends committee meetings, and all committee members have direct reporting lines to the Board of Management.

Within Bosch Limited, designated management personnel are responsible for implementing these global directives and reporting any issues up to these Group-level governance bodies, ensuring full compliance and accountability.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

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. 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.

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.

Further information available at https://assets.bosch.com/media/en/global/bosch_group/compliance/code-of-conduct-for-business-partners.pdf

6. Number of Complaints on the following made by employees and workers:

	2025-26			2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment (Workers including contract worker)	2	-	-	3	-	-
Sexual Harassment (Employees including contract employees)	3	-	-	4	-	-
Discrimination at workplace	3	-	-	14	-	-
Child Labor	-	-	-	-	-	-
Forced Labor/Involuntary Labor	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	1	-	No violation found

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

	2025-26	2024-25
Total Complaints reported under Sexual Harassment of women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	5	7
Complaints on POSH as a Percentage of female employees/workers	0.50%	0.65%
Complaints on POSH upheld	1	6

Notes:

The 'upheld' statistic reflects cases concluded as sexual harassment under the specific provisions of the POSH Act.

a. For 2025-26: Of the four cases not upheld, two were determined to be violations of the Code of Conduct involving an employee sourced via a contractor. The respondent in these 2 cases resigned voluntarily before disciplinary action could be taken. One complaint was formally closed after the complainant provided consent to resolve the matter through conciliation. The remaining case could not be concluded. Despite documented efforts, the Internal Committee (IC) could not proceed due to the Complainant's non-participation. Unable to verify evidence or ensure due process under the POSH Act, 2013, the IC cannot conclusively determine the allegations or complete the inquiry.

b. For 2024-25: One complaint was withdrawn by the complainant before the investigation commenced and is therefore not included in the 'upheld' count.

8. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

Bosch is committed to protecting reporting persons from all forms of discrimination on account of a report and has therefore banned discrimination against persons who are reporting in good faith. Any retaliation due to such a report is prohibited. Further information available at https://assets.bosch.com/media/global/sustainability/responsibility_1/reporting-rules-of-proecdure-bosch.pdf

For cases related to Sexual Harassment, there is an Internal Committee for redressal of the same. The Committee takes concrete actions to ensure that every Complainant is protected. It maintains confidentiality of all complaints. During the pendency of the Inquiry, the Complainant is granted leave or it is ensured that the Complainant and Respondent do not work together or the Complainant is reassigned or relocated if both Complainant and Respondent are in same team or same location.

9. **Do human rights requirements form part of your business agreements and contracts?**

Yes, in our Codes of Conduct for Business Partners we require that our suppliers comply with the generally applicable labor standards as laid down in the Fundamental Principles of the International Labor Organization (ILO). This includes, among other things, renouncing forced labor and child labor, not permitting any form of discrimination, guaranteeing occupational health and safety, creating fair working conditions, and ensuring freedom of association. We also require our suppliers to protect the environment and conserve resources—and expect them to oblige their own suppliers and other third parties to comply with corresponding principles to the best of their ability.

10. **Assessments for the year:**

	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child Labor	100%
Forced Labor/Involuntary Labor	100%
Sexual Harassment	100%
Discrimination at workplace	100%
Wages	100%

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above:

Nil

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

No human rights grievances/complaints were received during the year.

2. Details of the scope and coverage of any Human rights due-diligence conducted

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. 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 analyzes 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.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Most of our work locations are compliant with accessibility for differently abled visitors. We have conducted a detailed accessibility audit at our Adugodi location and based on the findings, few initiatives have been implemented as a first phase. In the next phase we are in the process of addressing other recommendations that are indicated in the audit report.

4. Details on assessment of value chain partners:

	Percentage of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	-
Discrimination at workplace	-
Child Labor	92.46%
Forced Labor/Involuntary Labor	92.46%
Wages	-

PRINCIPLE 6: BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity:

Parameter	2025-26	2024-25
From renewable sources (in Tera Joules)		
Total electricity consumption[3] (A)	590.10	568.22
Total fuel consumption (B)	0.13	0.10
Energy consumption through other sources (C)	0	0
Total energy consumption from renewable sources (A+B+C)	590.23	568.32
From non-renewable sources (in Tera Joules)		
Total electricity consumption (D)	0	0
Total fuel consumption (E)	78.06	85.89
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	78.06	85.89
Total energy consumed (A+B+C+D+E+F)	668.29	654.21
Energy intensity per rupee of turnover (Total energy consumed/Revenue from operations) Values in TJ/ million ₹	0.003336	0.003617
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)[4] (Total energy consumed / Revenue from operations adjusted for PPP) Values in TJ/ million ₹	0.000768	0.000884
Energy intensity in terms of physical output[2]	NA	NA

Notes:

1. Reasonable assurance was carried out by S. R. Batliboi & Associates LLP for 2025-26.
2. Intensity based on physical output in terms of weight or number of products cannot be calculated and is not applicable to due to diversified business portfolio.
3. Includes energy compensated with I-RECs.
4. For intensity calculation of FY2025-26, the adjusted PPP conversion factor of 20.34/USD (as per latest IMF rates for 2026) has been applied. Source: https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

No

3. Details of the following disclosures related to water:

Parameter	2025-26	2024-25
Water withdrawal by source (in kiloliters)		
(i) Surface water	0	0
(ii) Groundwater[3]	3946.64	11766.78
(iii) Third party water	444668.16	431908.14
(iv) Seawater/desalinated water	0	0
(v) Others	25190.10	29474.5
Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v)	473804.90	473149.42
Total volume of water consumption (in kiloliters)[2]	571389.64	563291.38
Water intensity per rupee of turnover (Water consumed/revenue from operations) Values in KL/million ₹	2.85	3.11
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)[4] (Total water consumption/ Revenue from operations adjusted for PPP) Values in KL/million ₹	0.657065	0.760758
Water intensity in terms of physical output[5]	NA	NA

Notes:

1. Reasonable assurance was carried out by S. R. Batliboi & Associates LLP for 2025-26.
2. Total water consumption is inclusive of 97584.75 KL harvested rainwater.
3. Borewell water use at Bengaluru Corporate Office and Naganathapura locations has been calculated based on headcount as there are multiple entities at these locations.
4. For intensity calculation of FY2025-26, the adjusted PPP conversion factor of 20.34/USD (as per latest IMF rates for 2026) has been applied. Source: https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND.
5. Intensity based on physical output in terms of weight or number of products cannot be calculated and is not applicable to due to diversified business portfolio.

4. Provide the following details related to water discharged:

Parameter	2025-26	2024-25
Water discharge by destination and level of treatment (in kiloliters)		
(i) To Surface water	0	0
- No treatment		
- With treatment – please specify level of treatment		
(ii) To Groundwater	0	0
- No treatment		
- With treatment – please specify level of treatment		
(iii) To Seawater	0	0
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third-parties	0	0
- No treatment		
- With treatment – please specify level of treatment		
(v) Others	0	0
- No treatment		
- With treatment – please specify level of treatment		
Total water discharged (in kilo liters)[2]	**0**	**0**

Note:

1. Reasonable assurance was carried out by S. R. Batliboi & Associates LLP for 2025-26.
2. All wastewater is treated and reused within the facility.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Across all six manufacturing sites and Regional Head office + R&D Office of Bosch Limited, Zero Liquid Discharge (ZLD) mechanism has been implemented. Wastewater generated is treated through Sewage Treatment Plants (STP) and Effluent Treatment Plants (ETP), with Multi-Effect Evaporators (MEE)/ Smart evaporator installed at select facilities based on process requirements. The treated water is reused for secondary purposes such as gardening and toilet flushing, and in some cases, after tertiary treatment, is also utilized in manufacturing processes.

6. Details of air emissions (other than GHG emissions) by the entity:

Parameter	Unit*	2025-26 (Current Financial Year)	2024-25 (Previous Financial Year)
NOx	Kg	30249.32	5435.61
SOx	Kg	50.50	82.09
Particulate matter (PM)	Kg	4756.52	852.41
Persistent organic pollutants (POP)	Kg	0	0
Volatile organic compounds (VOC)	Kg	0	0
Hazardous air pollutants (HAP)	Kg	0	0
Others–Acid mist	Kg	0	0
Carbon Monoxide (as CO)	Kg	0	0

Note:

1. Air emissions increased during the reporting period due to higher DG running hours necessitated by frequent power outages.

7. Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	2025-26	2024-25
Total Scope 1 emissions[2] (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO_2 equivalent	9239.17	8455.06
Total Scope 2 emissions[3] (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO_2 equivalent	0	0
Total Scope 1 and Scope 2 emission intensity per rupee of Turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	MT CO_2e/ million ₹	0.046116	0.046745
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for purchasing Power Parity (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)[4]	MT CO_2e/ million ₹	0.010625	0.011419
Total Scope 1 and Scope 2 emission intensity in terms of physical output[5]		NA	NA

Notes:

1. Reasonable assurance was carried out by S. R. Batliboi & Associates LLP for 2025-26.
2. Scope-1 emission includes emissions from stationary and mobile combustion, fugitive emissions, and Substances with Climate Impact (Refrigerants).
3. Includes only emissions from grey electricity which is not compensated with I-RECs.
4. For intensity calculation of FY2025-26, the adjusted PPP conversion factor of 20.34/USD (as per latest IMF rates for 2026) has been applied. Source: https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND.
5. Intensity based on physical output in terms of weight or number of products cannot be calculated and is not applicable to due to diversified business portfolio.
6. Bosch calculates the scope 1 and 2 greenhouse gas emissions using the standards of the International Energy Agency (IEA, Emission Factors 2022), and the Intergovernmental Panel on Climate Change (IPCC).

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details

With its more than 470 locations worldwide, the Bosch Group has been carbon-neutral overall since 2020 (scope 1 & 2). Four levers were used to achieve carbon neutrality: increasing energy efficiency, generating our own energy from renewable sources (new clean power), purchasing electricity from renewable sources (green electricity), and – as the last resort – offsetting residual CO_2 emissions with carbon credits.

Lever 1: Increasing energy efficiency at Bosch Limited

Bosch Limited focuses on upgrading air compressors, chillers, air handlers, and filtration systems using new technologies. In the reporting period, its all 7 locations implemented various energy efficiency projects.

Lever 2: Expanding new clean power at Bosch Limited

During financial year 2025-26, Bosch Limited generated more than 26 GWh of renewable energy with its in-house photovoltaic plants. This covered almost 16% of total electricity requirement.

Lever 3: Purchasing green electricity at Bosch Limited

At Bosch Limited, the volume of purchased green electricity from new plants (PPA) and I-RECs amounted to 137.8 GWh fulfilling electricity demand was covered by 100% green electricity (electricity purchased from renewable sources).

Lever 4: Carbon offsets

At Bosch Limited, 9239.17 metric tons of CO2 was compensated with carbon credits during 2025-26.

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.

9. Details related to waste management by the entity:

Parameter	2025-26	2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	507.95	442.31
E-waste (B)	36.31	37.94
Bio-medical waste (C)	0.41	0.17
Construction and demolition waste (D)	4120.18	390.93
Battery waste (E)	23.86	7.74
Radioactive waste (F)	0.00	0.00
Other Hazardous waste. Please specify, if any. (G)	1794.43	1536.58
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	5317.13	5012.29
Total (A+B + C + D + E + F + G + H)	**11800.27**	**7427.96**
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations) Values in Metric Tons/ million ₹	0.058899	0.041067
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)[3] (Total waste generated/Revenue from operations adjusted for PPP) Values in Metric Tons/ million ₹	0.013570	0.010032
Waste intensity in terms of physical output[4]	NA	NA
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	6219.96	5083.94
(ii) Re-used	269.57	543.05
(iii) Other recovery operations	1186.63	1273.69
Total	**7676.16**	**6900.68**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0.35	23.94
(ii) Landfilling	110.12	503.34
(iii) Other disposal operations[2]	4013.62	0
Total	**4124.09**	**527.28**

Notes:

1. Reasonable assurance was carried out by S. R. Batliboi & Associates LLP for 2025-26.
2. During 2025–26, C&D waste generation increased primarily due to demolition activities undertaken for metro station development and connectivity works at the Corporate Office. The entire quantity was responsibly disposed of through backfilling (other disposal operations).
3. For intensity calculation of FY2025-26, the adjusted PPP conversion factor of 20.34/USD (as per latest IMF rates for 2026) has been applied. Source: https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND.
4. Intensity based on physical output in terms of weight or number of products cannot be calculated and is not applicable to due to diversified business portfolio.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

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

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

At Bosch Limited, as part of value chain strategy, an initiative to realize "Zero Waste to Landfill (ZWL)" is deployed across all locations. During 2025–26, 98% of total waste generated (excluding demolition waste from our Regional Head Office associated with metro station development), was diverted from disposal through recycling, reuse, or recovery.

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

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

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
	NIL	NIL	NIL

None of our locations has operations/offices in/around the ecological sensitive areas.

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NIL	NIL	NIL	NIL	NIL	NIL

No projects undertaken during the previous/ current financial year.

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

All our locations are in compliance with all the applicable environmental acts and rules. There is no non- compliance observed.

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
NIL	NIL	NIL	NIL	NIL

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress # (in kiloliters):

For each facility/plant located in areas of water stress, provide the following information:

(i) Name of the area: Bengaluru, Bidadi, Chennai, Gangaikondan, Jaipur and Naganathapura

(ii) Nature of operations – Development and manufacturing of automotive components

(iii) Water withdrawal, consumption and discharge:

Parameter	2025-26	2024-25
Water withdrawal by source (in kiloliters)		
(i) Surface water	0	0
(ii) Groundwater	3946.64	11766.78
(iii) Third party water	180567.16	185643.14
(iv) Seawater/desalinated water	0	0
(v) Others	25190.1	29474.5
Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v)	209703.9	226884.42
Total volume of water consumption (in kiloliters)	298047.65	313685.38
Water intensity per rupee of turnover (Water consumed/revenue from operations) Values in KL/million ₹	1.49	1.73
Water discharge by destination and level of treatment (in kiloliters)		
(i) To Surface water	0	0
- No treatment		-
- With treatment – please specify level of treatment		-
(ii) To Groundwater	0	0
- No treatment		-
- With treatment – please specify level of treatment		-
(iii) To Seawater	0	0
- No treatment		-
- With treatment – please specify level of treatment		-
(iv) Sent to third-parties	0	0
- No treatment		-
- With treatment – please specify level of treatment		-
(v) Others	0	0
- No treatment		
- With treatment – please specify level of treatment		
Total water discharged (in kilo liters)	0	0

Notes:

1. The definition of areas of water stress is based on analysis using water risk filter provided WWF for nature. Out of 7 locations, 6 locations are in areas of water stress.
2. Total water consumption is inclusive of 88343.75 KL harvested rainwater.

2. Details of total Scope 3 emissions & its intensity:

Parameter	Unit	2025	2024
Total Scope 3 emissions1 (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Million Tonnes of CO2 equivalent	6.72	6.65
Total Scope 3 Emission Intensity (Total Scope 3 GHG emissions / Revenue from operations)	Million tonnes of CO2 equivalent/ Million INR	0.00003467	0.00003818

Note:

1. Values are for Calendar Year 2025 and 2024.
2. Moderate assurance for Scope 3 emissions was conducted for 2025 by TÜV Rheinland Energy & Environment GmbH at the Bosch Group level.

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not applicable

4. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sr. No	Initiative undertaken	Outcome of the initiative
1	Energy saving projects; • VFD (Variable Frequency Drive) in Molding/ Screw Compressors/ Cooling tower Pumps/ Ventilation AHU/ exhaust system • Energy Efficient Pumps for Cooling tower & machines • IoT Solution for Smart HVAC Automation • Cooling tower AI control • Replacement of EC+ Fans AHU • Lighting automation/ smart lighting, lights replacement with LED Lights	• Improved energy efficiency and Energy conservation • Consistent reduction in Carbon Emissions by Resource conservation projects
2	Replaced high-rejection DM water with RO water at Jaipur Plant	Reduction in water consumption
3	Circularity Initiative: Sustainable Packaging Project	Packaging material savings and reduction of Waste generation

5. **Does the entity have a business continuity and disaster management plan?**

Across Bosch Limited, a structured emergency preparedness and response framework is in place to address potential risks and ensure business continuity. Regular mock drills are conducted to assess readiness and improve response effectiveness. Facilities are equipped with advanced fire detection and suppression systems. A 24/7 control room with trained emergency responders ensures timely action, minimizing operational disruptions.

6. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.**

No significant impact observed.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

Our commitment to a responsible supply chain is measured through comprehensive CSR assessments that evaluate key risks, including environmental impact. As of March 31, 2026, the CSR assessment covered 92.46% of our suppliers with an annual business value exceeding €100,000.

PRINCIPLE 7 BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations.**

7

b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Confederation of Indian Industries	National
2	Automotive Component Manufacturers Association of India	National
3	Indo-German Chamber of Commerce (IGCC)	National
4	Federation of European Business in India (FEBI)	National
5	Bangalore Chamber for Industry and Commerce (BCIC)	State
6	Confederation of Indian Industries (CII)	State
7	National Safety Council (NSC)	State

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

None

Leadership Indicators

1. Details of public policy positions advocated by the entity:

Guided by our "Invented for life" ethos, Bosch actively engages in public policy dialogue in India, collaborating with Government and Industry Associations to help shape an inclusive sustainable and prosperous future. Our advocacy is aligned and centered towards key national priorities, we support shaping it through our deep technological expertise. We are at the forefront of the transition to sustainable mobility, pioneering a hydrogen ecosystem and supporting a diverse range of clean powertrain technologies. This work is complemented by our initiatives to improve urban air quality through advanced sensor technology and data-driven solutions. Economically, we are a dedicated partner to the "Make in India" initiative, championing vigorous localization by developing the domestic supply chain and contributing to national quality standards, engaging with the Bureau of Indian Standards (BIS) and supporting the standard formulation process, by sharing our knowledge and expertise of EU standards. We are whole heartedly aligned towards Vision 2030 goals and deeply committed in helping expand India's role in the global automotive value chain.

PRINCIPLE 8 BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

During the reporting period, the Company undertook Social Impact Assessments of one CSR project – Percolation Tank Restoration at Goldari Village, Nashik – which focused on restoring a silted percolation tank to improve groundwater recharge, water availability, agriculture, and rural livelihoods.The project benefited over 2,500 individuals and increased the water holding capacity by 19,00,00,000 litres. The project was completed in 2024–25. As per the CSR mandate and applicable laws, a Social Impact Assessment (SIA) has been conducted for the project by an independent third-party agency. The executive summary of the SIA is published in the Bosch Annual Report. (Page no. 149 of Social Impact Assessment Report in Annual Report.)

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	Percentage of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
-	-	-	-	-	-	-

3. Describe the mechanisms to receive and redress grievances of the community.

The Company has a defined a process to ensure all the complaints and feedback from all stakeholders including communities are received and addressed in a timely and effective manner. This defined process includes:

(i) A dedicated contact page on the website - https://www.bosch.in/our-company/our-responsibility/

(ii) Complaints / Feedback received via contact Email – csr@in.bosch.com and boschindiafoundation@in.bosch.com

(iii) Complaints / Feedback received directly through Bosch project implementation team

(iv) Stake holders meetings across multiple states and Society Day across the plant location

(v) Direct interaction with the leadership team during annual field visits

(vi) Regular engagement by the Monitoring and Evaluation team through field visits and phone calls to beneficiaries

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	2025-26	2024-25
Directly sourced from MSMEs/ small producers	17.65%	16.20%
Sourced directly from within India	46.48%	49.52%

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as Percentage of total wage cost:

	2025-26	2024-25
Rural	25.41%	24.00%
Semi-urban	-	-
Urban	-	-
Metropolitan	74.59%	76.00%

Leadership Indicators

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

   Not applicable, as no negative impact identified in Social Impact Assessment.

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

   Aspirational district expenditure for the 2024-25

Aspirational district expenditure for the 2025-26			
Sl. No.	**State**	**Aspirational District**	**Amount Spent (₹)**
1	Andhra Pradesh	Y.S.R. Kadapa	71,568
2	Bihar	Aurangabad	478,800
3		Jamui	71,568
4	Chhattisgarh	Bastar	59,640
5		Korba	59,640
6		Mahasamund	239,400
7	Jammu & Kashmir (UT)	Baramulla	598,500
8		Kupwara	239,400
9	Jharkhand	Bokaro	178,920
10		Giridih	388,500
11		Pakur	313,950
12		Ramgarh	718,200
13		Pashchimi Singhbhum	354,312
14	Karnataka	Raichur	450,466
15	Madhya Pradesh	Chhatarpur	309,162
16		Khandwa	49,883
17	Maharashtra	Aurangabad	234,612
18		Nandurbar	478,800
19	Rajasthan	Karauli	81,316
20	Tamilnadu	Ramanathapuram	74,550
21	Uttar Pradesh	Bahraich	74,550
22		Balrampur	74,550
23	Uttarakhand	Udham Singh Nagar	313,950
Total			**5,914,237**

3. **Details of beneficiaries of CSR Projects**

Sl. No.	Thematic area	CSR Project	No. of persons benefitted under each thematic area	No. of persons benefitted from individual CSR Projects	Percentage of beneficiaries from vulnerable and marginalized groups
1	**Skill Development**	BRIDGE (Bosch's Response to India's Development and Growth through Employability Enhancement)	22819	13065	90%
2		Economic Empowerment of People with Disabilities (PWDs) through Skill Development		350	100%
3		Economic Empowerment of LGBTQIA+ through Skill Development		155	100%
4		LEAP – Livelihoods Enhancement through Automotive Skills Development (Formerly reported as "Basic Automotive Sales and Services")		8040	90%
5		Economic Empowerment of Women as Electric Vehicle (Auto) Drivers		75	80%
6		Technical Skill (Formerly reported as Artisan Training center)		1134	80%

Sl. No.	Thematic area	CSR Project	No. of persons benefitted under each thematic area	No. of persons benefitted from individual CSR Projects	Percentage of beneficiaries from vulnerable and marginalized groups
7	**Sustainable Mobility**	Bosch's Road Safety Awareness and Community Engagement (BRACE)	37312	34615	90%
8		Green Service Camps for Roadside Mechanics and Garages Workers		3147	50%
9	**Integrated Community Development - *Water Conservation & Afforestation***	Lake Rejuvenation and Maintenance	146810	22700	50%
10		Ridge To Valley - Watershed Development		2280	50%
11		Percolation Dam Rejuvenation		2494	50%
12		Pond Rejuvenation		8894	50%
13		Environment Conservation through Afforestation		110442	50%
14	**Integrated Community Development - *Promoting Education***	EXCEL (Excellence in Education and Learning) *(Formerly reported as "BRIDGE Foundation - Teacher Training Program")*	33357	25916	0%
15		Development of Anganwadi through need-based Infrastructure and Learning Support		1842	100%
16		Development of Government Schools through need-based Infrastructure and Learning Support		5379	100%
17		Support for Pragya Niketan (After school learning center for girls from rural areas)		210	100%
18	**Integrated Community Development - *Access to Basic Healthcare***	Mobile Medical Units - Improving access to basic healthcare services	117937	66149	80%
19		RMNCHA+ initiatives with a targeted emphasis on anemia reduction i& access to basic healthcare services		21736	80%
20		Mid-Day Meal for Government School Students		30000	100%
21	**Integrated Community Development - *Community Dev. & Rural Livelihood***	Community Development Centers (CDC)	40897	36900	90%
22		Rural Livelihood Enhancement Program		3997	100%
Total no of Beneficiaries			**399070**		**75%**

PRINCIPLE 9 BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

Bosch Limited has a defined a process to ensure all the complaints and feedback from customers received from multiple channels are addressed. These multiple channels integrated within the defined process include:

(i) Dedicated toll-free number;

(ii) through Contact page on Company's website at https://www.bosch.in/contact/ which is accessible 24*7, all days of the week; and

(iii) Dedicated email IDs for respective Business Divisions.

Dedicated expert teams within the businesses manage all the complaints and feedback to ensure prompt response and timely resolution. The received complaints and feedback are captured within an online tool where tickets are generated, assigned to the experts from relevant business units, tracked, and managed as per the defined process.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

	As a percentage to total turnover
Environmental and social parameters relevant to the product	15%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. **Number of consumer complaints in respect of the following:**

	2025-26		Remarks	2024-25		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	-	-	-	-	-	-
Advertising	-	-	-	-	-	-
Cyber-security	-	-	-	-	-	-
Delivery of essential services	-	-	-	-	-	-
Restrictive Trade Practices	-	-	-	-	-	-
Unfair Trade Practices	-	-	-	-	-	-
Other	-	-	-	-	-	-

4. **Details of instances of product recalls on account of safety issues:**

	Number	Reasons for recall
Voluntary recalls	-	-
Forced recalls	-	-

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.**

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.

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 27001, 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.

Our Data Protection Notice (https://www.bosch.in/data-protection-notice/) explains our approach to data processing. We have appointed a Data Protection Officer to guide the Company in matters of Data Protection as well as to administer measures pertinent to Information Security.

We conduct regular internal and external audits and assessments of our processes and projects. Our various entities are ISO-27001 as well as TISAX certified (Trusted Information Security Assessment Exchange).

Cybersecurity is a key component of Bosch's promise of quality and an important aspect of the development, production, and operation of our products. At Bosch, risk based approach framework is in place to address the cybersecurity posture throughout the lifecycle. The first step is determining all potential threats and risks for the product. Conducting a threat analysis and risks assessment (TARA), these risks can be evaluated in order to, in the next step, select suitable protective measures during development and create the security concept which is state-of-the-art. Before approval, a penetration test, meaning a simulated cyber-attack, has to be performed for all products interfacing internet or untrusted protocols (WiFi, zigbee,) - to test the effectiveness of the measures. To implement cybersecurity in product lifecycle, competent associates are developed through comprehensive cybersecurity university program. Also, Web based trainings, sessions and roadshows with marketplace are conducted to increase the awareness amongst employees.

Bosch also offers support to its customers during operation to ensure that cybersecurity is in place until the end of product life. As part of a maintenance agreement, Bosch supports its customers in continuously analyzing the threat situation over the lifetime- to identify new vulnerabilities and to be able to respond quickly.

A lot of the expertise of our cybersecurity experts from these years of experience has gone into the standardization activities for the new ISO/SAE 21434 standard for automotive sector, which is being applied in product engineering.

At Bosch, Bosch Cyber Defense Center (BCDC) is in place operating 24/7/365 mode. Detection controls are continuously looking for risks in the IT-infrastructure. The risks are assigned to the known assets and identities in the environment. Once a specific threshold is exceeded, an alert is triggered. BCDC does security monitoring and detection and response to IT-Security related threats for the Enterprise IT (servers, endpoints, directories, network devices, IT- Security protection system), Manufacturing IT, Private and Public Clouds. The mission of BCDC is to secure assets and identities by detecting and responding to threat actors such as Advanced Persistent Threats (APT), Organized Crime, Insider Crime, Hacktivists and Script Kiddies. BCDC also reports incidents to CERT-IN (Computer Emergency Response Team – India) as per local regulations.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

   Nil

7. **Provide the following information relating to data breaches**

   a. **Number of instances of data breaches:**

      Nil

   b. **Percentage of data breaches involving personally identifiable information of customers:**

      Not Applicable

   c. **Impact, if any, of the data breaches:**

      Not Applicable

Leadership Indicators

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available)**

   The information on products and services is available on the Company's website at: https://www.bosch.in/products-and-services/ or https://www.boschsecurity.com/in/en/

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   The usage of products and services is outlined in user manuals on website and training sessions.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.** The Company is not involved in directly providing essential services (as per essential service definition given in The Essential Services Maintenance Act, 1981). However, the Company ensures that its customer face minimum disruption in their operations and services. The Company maintains continuous connect with its customers which ensures smooth running of their operations.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/ Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

   Yes, apart from the mandated declarations, additional declarations are furnished on the products/labels relating to the products and their usage. Also, Customer Satisfaction Survey is conducted and recorded.

for and on behalf of the Board of Directors

Guruprasad Mudlapur
DIN: 07598798
Managing Director & Chief Technology Officer

Sandeep N
DIN: 08264554
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT ON IDENTIFIED SUSTAINABILITY INFORMATION IN BOSCH LIMITED'S BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

TO THE BOARD OF DIRECTORS OF BOSCH LIMITED

1. We have undertaken to perform a reasonable assurance engagement, for Bosch Limited ('the Company") vide our engagement agreement dated February 06, 2026, in respect of the agreed Sustainability Information listed in the "Identified Sustainability Information" paragraph below in accordance with the criteria stated in the "Criteria" paragraph below. The identified Sustainability Information is included in the Business Responsibility And Sustainability Report ("BRSR") of the Company for the year ended March 31, 2026 pursuant to the requirement of Regulation 34(2)(f) of the Securities and Exchange Board of India's ("SEBI")(Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended) (the "LODR Regulations"). This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and specialists.

Identified Sustainability Information

2. The Identified Sustainability Information for the year ended March 31, 2026 is BRSR Core (sub-set of BRSR), the attributes of which are summarised in Appendix 1 to this report. The Reporting Boundary for BRSR is on standalone basis as disclosed under Question No. 13 of Section A: General Disclosure of the BRSR.

3. Our reasonable assurance engagement was with respect to the year ended March 31, 2026 information only and we have not performed any procedures with respect to any other elements included in the BRSR (i.e. non- BRSR Core attributes) and, therefore, do not express any opinion thereon.

Criteria

4. The Criteria used by the Company to prepare the Identified Sustainability Information is as under:

- Regulation 34(2)(f) of the Securities and Exchange Board of India (the "SEBI") (Listing Obligations and Disclosure Requirements), Regulations, 2015 as amended;
- Business Responsibility and Sustainability Reporting Requirements for listed entities per Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 and Industry Standard on Reporting BRSR Core per SEBI Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024.

Management's Responsibility

5. The Company's management is responsible for selecting or establishing suitable criteria for preparing the Identified Sustainability Information including the reporting boundary of BRSR, disclosing environmental information basis operational control approach, taking into account applicable laws and regulations including the SEBI circular, related to reporting on the Identified Sustainability Information, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes design, implementation and maintenance of internal controls relevant to the preparation of the BRSR and the measurement of Identified Sustainability Information, which is free from material misstatement, whether due to fraud or error. The Management and the Board of Directors of the Company are also responsible for overseeing the Company's compliance with the requirements of LODR Regulations and the SEBI Circular in relation to the BRSR Core.

Inherent limitations

6. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities.

7. Measurement of certain amounts and BRSR Core metrics, some of which are estimates, is subject to inherent measurement uncertainty, for example, GHG emissions, water footprint, energy footprint, waste. Obtaining sufficient appropriate evidence to support our opinion does not reduce the uncertainty in the amounts and metrics.

Our Independence and Quality Control

8. We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India and the SEBI Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023, and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.

9. We apply Standard on Quality Control (SQC) 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements", and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

10. Our responsibility is to express a reasonable assurance opinion on the Identified Sustainability Information listed in Appendix 1 based on the procedures we have performed and evidence we have obtained.

11. We conducted our engagement in accordance with the Standard on Sustainability Assurance Engagements (SSAE) 3000, "Assurance Engagements on Sustainability Information", issued by the Sustainability Reporting Standards Board of the Institute of Chartered Accountants of India. This standard requires that we plan and perform our engagement to obtain reasonable assurance about whether the Identified Sustainability Information are prepared, in all material respects, in accordance with the Reporting Criteria. A reasonable assurance engagement involves assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances.

12. The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

    Below is the informative summary of the procedures performed by us:

    - Obtained an understanding of the Identified Sustainability Information and related disclosures.
    - Obtained an understanding of the assessment criteria and their suitability for the evaluation and/or measurements of the Identified Sustainability Information.
    - Made inquiries of Company's management, including those responsible for preparing the BRSR report, finance team, human resource team amongst others and those with the responsibility for managing the Company's BRSR.
    - Obtained an understanding and performed an evaluation of the design of the key processes and controls for recording, processing and reporting on the Identified Sustainability Information on sample basis of different offices. This included evaluating the design of those controls relevant to the engagement and determining whether they have been implemented by performing procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of internal controls.
    - Based on the above understanding and the risks that the Identified Sustainability Information may be materially misstated, determined the nature, timing and extent of further procedures. Performed substantive testing on a sample basis of the Identified Sustainability Information to verify that the data had been appropriately measured with the underlying documents recorded, collated and reported. This includes reconciling the Identified Sustainability Information with the underlying records and recalculation on a sample basis.
    - Where applicable, for the Identified Sustainability Information in the BRSR, we have relied on the information in the audited standalone financial statements of the Company for the year ended March 31, 2026 and the underlying trial balance.
    - Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the management in the preparation of the Identified Sustainable Information
    - Obtained representations from Company's management.

    We also performed such other procedures as we considered necessary in the circumstances.

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

Exclusions

13. Our assurance scope excludes the following and therefore we do not express an opinion on the same:
    - Operations of the Company other than the Identified Sustainability Information in Appendix 1;
    - Aspects of the BRSR and the data/information (qualitative or quantitative) included in the BRSR other than the Identified Sustainability Information;
    - The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Other Information

14. The Company's management is responsible for the other information. The other information comprises the information included within the BRSR other than Identified Sustainability Information and our independent assurance report dated May 20, 2026 thereon.

15. Our opinion on the Identified Sustainability Information does not cover the other information and we do not express any form of assurance thereon. In connection with our assurance engagement of the Identified Sustainability Information, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Identified Sustainability Information or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion

16. Based on the procedures we have performed and the evidence we have obtained, the Identified Sustainability Information listed in Appendix 1 for the year ended March 31, 2026 (as stated under "Identified Sustainability Information") are prepared in all material respects, in accordance with the criteria (as stated under "Criteria").

Restriction on use

17. Our Reasonable Assurance report has been prepared and addressed to the Board of Directors of Bosch Limited at the request of the Company solely, to assist Company in reporting on Company's sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our Reasonable Assurance Report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
Firm's Registration No.: 101049W/E300004

Adarsh Ranka
Partner
Membership No.: 209567
UDIN: 26209567FECZOS8466

Place of Signature: Bengaluru
Date: May 20, 2026

APPENDIX-1

Identified Sustainability Information (BRSR Core KPIs)

S. No	Attribute	Principle and indicator reference	Parameter
1	Green-house gas (GHG) footprint	Principle 6, E-7	1. Total Scope 1 and scope 2 emissions 2. GHG Emission Intensity (Scope 1 +2) per rupee of turnover adjusted for Purchasing Power Parity (PPP) and in terms of physical output or services
2	Water footprint	Principle 6, E-3 and E-4	1. Total water consumption 2. Water consumption intensity per rupee of turnover adjusted for PPP and in terms of physical output or services 3. Water Discharge by destination and levels of Treatment
3	Energy footprint	Principle 6, E-1	1. Total energy consumed 2. Percentage of energy consumed from renewable sources 3. Energy intensity per rupee of turnover adjusted for PPP and in terms of physical output or services
4	Circularity	Principle 6 – E9	1. Total waste generated 2. Waste intensity per rupee of turnover adjusted for PPP and in terms of physical output or services 3. Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations 4. For each category of waste generated, total waste disposed by nature of disposal method
5	Enhancing Employee Wellbeing and Safety	Principle 3 – E1(C) Principle 3- E11	1. Spending on measures towards well-being of employees and workers 2. Details of safety related incidents for employees and workers
6	Enabling Gender Diversity in Business	Principle 5 – E3(b) Principle 5 – E7	1. Gross wages paid to females as percentage of wages paid 2. Complaints on POSH
7	Enabling Inclusive Development	Principle 8 – E4 Principle 8 – E5	1. Input material sourced from following sources as percentage of total purchases – Directly sourced from MSMEs/ small producers and from within India 2. Job creation in smaller towns
8	Fairness in Engaging with Customers and Suppliers	Principle 9 – E7 Principle 1 – E8	1. Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events 2. Number of days of accounts payable
9	Open-ness of business	Principle 1 – E9	1. Concentration of purchases & sales done with trading houses, dealers, and related parties 2. Loans and advances & investments with related parties.

ANNEXURE 'D' TO THE REPORT OF THE DIRECTORS

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES FOR THE FINANCIAL YEAR 2025-26

1. Brief outline on CSR Policy of the Company

Entrepreneur-par-excellence and distinguished philanthropist and our Founder, Robert Bosch played a significant role in uplifting people and improving the social conditions around the community where Bosch operated. He envisioned a company that generated social capital beyond products, services, and profits. The Bosch values and belief in our responsibility towards the society, remains the predominant source of inspiration for meaningful and impactful Corporate Social Responsibility (CSR) at Bosch Limited (Bosch).

All our CSR initiatives are aimed towards holistic development of the society through multiple ways of creating an enabling environment for the underserved community members through access to employability skills, quality education, basic healthcare services and promoting environment sustainability.

The CSR Policy provides guiding principles of selection, implementation, and monitoring of activities as well as formulation of the annual action plan.

2. Composition of CSR Committee

During the year under review, the Corporate Social Responsibility Committee met 3(three) times on May 26, 2025, November 10, 2025, and January 28, 2026. The constitution and number of meetings attended by members of the Committee are given below:

Name of Director	Category	Board Meeting			Held during tenure	Attended	% of attendance
		2025		2026			
		1	2	3			
		May 26	Nov 10	Jan 28			
Dr. Gopichand Katragadda	Chairman	✓	✓	✓	3	3	100
Mr. Soumitra Bhattacharya	Member	✓	✓	✓	3	3	100
Ms. Hema Ravichandar	Member	✓	✓	✓	3	3	100
Mr. Guruprasad Mudlapur	Member	✓	✓	✓	3	3	100

✓ Attended in person ✓ Attended via video conference × Leave of absence

3. Provide the web-link(s) where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company.

https://www.bosch.in/our-company/our-responsibility/corporate-social-responsibility/.

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8 of Company (CSR Policy) Rules, 2014, if applicable.

The abridged report of impact assessment of eligible projects is enclosed (Agency - SGS India Private Limited)

5. (a) **Average net profit of the Company as per sub-section (5) of section 135 for the financial year 2025-26: mINR 20,744.43**

(b) **Two percent of average net profit of the Company as per sub section (5) of section 135: mINR 414.89**

(c) **Surplus arising out of the CSR projects or programs or activities of the previous financial years: Nil**

(d) **Amount required to be set off for the financial year, if any: Nil**

(e) **Total CSR obligation for the financial year ((5b)+(5c)-(5d)): mINR 414.89**

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):

Sl No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in ₹)	Mode of implementation Direct (Yes/No)	Mode of implementation - Through implementating Agency	
				State	District			Name	CSR Registration Number
1	BRIDGE (Bosch's Response to India's Development and Growth through Employability Enhancement)	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	31,036,492	No	Bosch India Foundation	CSR00003836
2	LEAP – Livelihoods Enhancement through Automotive Skills Development Programme (*Formerly reported as "Basic Automotive Sales and Services"*)	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	38,492,041	No	Bosch India Foundation	CSR00003836
3	Economic Empowerment of Persons with Disabilities (PwD) through Skill Development	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	7,010,999	No	Bosch India Foundation	CSR00003836
4	Economic Empowerment of LGBTQIA+ through Skill Development	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	2,116,760	No	Bosch India Foundation	CSR00003836
5	Technical Skills *(Formerly reported as Artisan Training center)*	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	19,030,131	No	Bosch India Foundation	CSR00003836
6	Economic Empowerment of Women as Electric Vehicle (Auto) Drivers	II (Employment Enhancing Vocation Skills) & III (Gender Equality)	Yes	Karnataka Tamilnadu	Bangalore Chennai	1,794,914	No	Bosch India Foundation	CSR00003836
7	Green Service Camps for Roadside Mechanics and Garage Workers	IV (Ensuring Environmental Sustainability)	No	Multiple States	Multiple Districts	736,000	No	Sampoorna Samiti	CSR00012214
8	Bosch's Road Safety Awareness and Community Engagement (BRACE)	II (Promoting Education)	Yes	Multiple States	Multiple Districts	10,092,848	No	United Way of Mumbai/ Muskaan / Safety Research Foundation	CSR00000762/ CSR00016820/ CSR00064353
9	Highway Audit and Black Spot Treatment	IX (Research and Development)	Yes	Multiple States	Multiple Districts	2,375,611	No	Safety Research Foundation	CSR00064353
10	Development of multi-modal mobility (M3DM) tools & software systems	IX (Research and Development)	Yes	Karnataka	Bengaluru	12,495,000	No	Indian Institute of Science Bangalore	CSR00007370
11	Model Corridor	IX (Research and Development)	Yes	Karnataka	Bengaluru	2,681,400	No	Bangalore Political Action Committee (B.PAC)	CSR00008334

Sl No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in ₹)	Mode of implementation Direct (Yes/No)	Mode of implementation - Through implementating Agency	
				State	District			Name	CSR Registration Number
12	Urban Resilience & Economic Stability through Bus Systems	IX (Research and Development)	Yes	Karnataka	Bengaluru	2,005,790	No	Council on Energy Environment and Water	CSR00008440
13	Research & Innovation Challenge	IX (Research and Development)	No	Tamil Nadu/ Haryana	Chennai / Gurugram	5,728,250	No	Indian Institute of Technology Madras / BML Munjal University	CSR00004320/ CSR00002887
14	Safe School Zone	IX (Research and Development)	Yes	Karnataka	Bengaluru	1,858,000	No	Humanqind Design Foundation	CSR00001709
15	Innovation of Assistive Smart Cane for visually impaired children	IX (Research and Development)	No	New Delhi	New Delhi	2,689,500	No	Foundation for Innovation and Technology Transfer (IITD)	CSR00001535
16	Lake Rejuvenation and Maintenance	IV (Water Conservation)	Yes	Karnataka Rajasthan	Bengaluru Ramnagara Jaipur	8,328,499	No	Bosch India Foundation	CSR00003836
17	Environment Conservation through Afforestation	IV (Ensuring Environmental Sustainability)	Yes	Multiple States	Multiple Districts	7,386,214	No	Bosch India Foundation/ Nav Nirman Evam Paryavaran Kendra	CSR00003836/ CSR00041858
18	Ridge To Valley - Watershed Development	IV (Water Conservation)	Yes	Maharashtra	Nashik	6,880,428	No	Bosch India Foundation	CSR00003836
19	Percolation Tank Rejuvenation	IV (Water Conservation)	Yes	Maharashtra	Nashik	28,374,492	No	Bosch India Foundation	CSR00003836
20	Pond Rejuvenation	IV (Water Conservation)	Yes	Rajasthan / Tamilnadu	Jaipur / Tirunelveli	4,028,547	No	Bosch India Foundation	CSR00003836
21	EXCEL (Excellence in Education and Learning) *(Formerly reported as "BRIDGE Foundation - Teacher Training Program")*	II (Promoting Education)	Yes	Multiple States	Multiple Districts	27,586,554	No	Bosch India Foundation	CSR00003836
22	Development of Anganwadi through need-based Infrastructure and Learning Support	II (Promoting Education)	Yes	Multiple States	Multiple Districts	5,818,456	No	Bosch India Foundation	CSR00003836
23	Development of Government Schools through need-based Infrastructure and Learning Support	II (Promoting Education)	Yes	Multiple States	Multiple Districts	24,641,884	No	Bosch India Foundation	CSR00003836
24	Support for Pragya Niketan (After school learning center for girls from rural areas)	II (Promoting Education)	Yes	Rajasthan	Jaipur	7,001,832	No	Bosch India Foundation	CSR00003836

Sl No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in ₹)	Mode of implementation Direct (Yes/No)	Mode of implementation - Through implementating Agency	
				State	District			Name	CSR Registration Number
25	Mobile Medical Units (MMU) - Improving access to basic healthcare services	I (Promoting Health Care)	Yes	Multiple States	Multiple Districts	20,518,186	No	Bosch India Foundation	CSR00003836
26	RMNCAH+N initiatives with a targeted emphasis on anemia reduction & access to basic healthcare services	I (Promoting Health Care)	Yes	Multiple States	Multiple Districts	12,891,737	No	Bosch India Foundation	CSR00003836
27	Mid-Day Meal for Government School Students	I (Reducing Hunger, Poverty and Malnutrition)	Yes	Karnataka	Bengaluru	1,670,258	No	The Akshaya Patra Foundation	CSR00000286
28	Community Development Center (CDC)	X (Rural Development Projects)	Yes	Multiple States	Multiple Districts	14,485,483	No	Bosch India Foundation	CSR00003836
29	Rural Livelihood Enhancement Program	X (Rural Development Projects)	Yes	Multiple States	Multiple Districts	24,103,446	No	Bosch India Foundation	CSR00003836
Grand Total						**333,859,753**			

(b) Amount spent on Administrative Overheads: ₹ 19,661,943

(c) Amount spent on Impact Assessment, if applicable: ₹ 2,540,927

(d) Total amount spent for the Financial Year (6a+6b+6c): ₹ 356,062,623

(e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
356,062,623	58,828,813	April 24,2026	NIL		

(f) Excess amount for set off, if any: Nil

Sl. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the Company as per sub-section (5) of section 135	414,888,567
(ii)	Total amount spent for the Financial Year	414,891,436
(iii)	Excess amount spent for the financial year [(ii)-(i)]	2,869
(iv)	Surplus arising out of the CSR projects or programs or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	Nil

7. (a) **Details of Unspent CSR amount for the financial years:**

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Amount Spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6) if any			Amount remaining to be spent in succeeding financial years (in ₹)
				Name of the Fund	Amount (in ₹)	Date of Transfer	
1	2024-25	29,098,290	27,548,204	NA	NA	NA	1,550,086
2	2023-24	Nil	Nil	NA	NA	NA	Nil
3	2022-23	Nil	Nil	NA	NA	NA	Nil
TOTAL		**29,098,290**	**27,548,204**	**NA**	**NA**	**NA**	**1,550,086**

b) **Details of CSR amount spent in the financial year for ongoing projects of the Preceding financial year(s):**

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local Area (Yes /No)	Location of the project		Project duration	Amount allocated for the project (in ₹)*	Amount spent in the current financial Year (in ₹)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of Implementation Direct (Yes/No)	Mode of Implementation Through Implementing Agency **	
				State	District						Name	CSR Registration number
1	BRIDGE (Bosch's Response to India's Development and Growth through Employability Enhancement)	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	3 years	118,396,765	31,036,492	-	No	Bosch India Foundation	CSR00003836
2	LEAP – Livelihoods Enhancement through Automotive Skills Development Programme *(Formerly reported as "Basic Automotive Sales and Services")*	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	3 years	102,283,130	38,492,041	-	No	Bosch India Foundation	CSR00003836
3	Economic Empowerment of Persons with Disabilities (PwD) through Skill Development	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	3 years	20,317,905	7,010,999	-	No	Bosch India Foundation	CSR00003836
4	Economic Empowerment of LGBTQIA+ through Skill Development	II (Employment Enhancing Vocation Skills)	No	Multiple States	Multiple Districts	3 years	5,582,185	2,116,760	-	No	Bosch India Foundation	CSR00003836
5	Green Service Camps for Roadside Mechanics and Garage Workers	IV (Ensuring Environmental Sustainability)	No	Multiple States	Multiple Districts	4 Years	23,005,000	7,310,000	-	No	Sampoorna Sameti	CSR00012214
6	Bosch's Road Safety Awareness and Community Engagement (BRACE)	II (Promoting Education)	Yes	Multiple States	Multiple Districts	4 Years	72,996,158	25,010,968	-	No	United Way of Mumbai/ Muskaan / Safety Research Foundation	CSR00000762/ CSR00016820/ CSR00064353

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local Area (Yes /No)	Location of the project		Project duration	Amount allocated for the project (in ₹)*	Amount spent in the current financial Year (in ₹)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of Implementation Direct (Yes/No)	Mode of Implementation Through Implementing Agency **	
				State	District						Name	CSR Registration number
7	Lake Rejuvenation and Maintenance	IV (Water Conservation)	Yes	Multiple States	Multiple Districts	3 years	32,121,055	8,328,499	2,522,906	No	Bosch India Foundation	CSR00003836
8	Environment Conservation through Afforestation	IV (Ensuring Environmental Sustainability)	Yes	Multiple States	Multiple Districts	3 years	27,650,498	7,386,214	-	No	Bosch India Foundation	CSR00003836
9	Ridge To Valley - Watershed Development	IV (Water Conservation)	Yes	Maharashtra	Nashik	3 years	17,264,728	6,880,428	-	No	Bosch India Foundation	CSR00003836
10	Pond Rejuvenation	IV (Water Conservation)	Yes	Tamil Nadu/ Rajasthan	Tirunelveli / Japiur	3 years	9,910,547	7,513,796	-	No	Bosch India Foundation	CSR00003836
11	EXCEL (Excellence in Education and Learning) *(Formerly reported as "BRIDGE Foundation - Teacher Training Program")*	II (Promoting Education)	Yes	Multiple States	Multiple Districts	4 Years	76,300,078	27,586,554	-	No	Bosch India Foundation	CSR00003836
12	Development of Government Schools through need-based Infrastructure and Learning Support	II (Promoting Education)	Yes	Multiple States	Multiple Districts	3 years	118,705,029	27,207,719	54,656,835	No	Bosch India Foundation	CSR00003836
13	Mobile Medical Units (MMU) - Improving access to basic healthcare services	I (Promoting Health Care)	Yes	Multiple States	Multiple Districts	2 Years	38,782,444	20,518,186	-	No	Bosch India Foundation	CSR00003836
14	Mid-Day Meal for Government School Students	I (Reducing Hunger, Poverty and Malnutrition)	Yes	Karnataka	Bengaluru	2 Years	8,674,568	1,670,258	-	No	The Akshaya Patra Foundation	CSR00000286
15	Community Development Center (CDC)	X (Rural Development Projects)	Yes	Multiple States	Multiple Districts	4 Years	36,573,881	14,485,483	-	No	Bosch India Foundation	CSR00003836
16	Rural Livelihood Enhancement Program	X (Rural Development Projects)	Yes	Multiple States	Multiple Districts	4 Years	69,618,543	24,103,446	-	No	Bosch India Foundation	CSR00003836

*Note: *The planned budget mentioned may be subject to revision based on project progress, ground-level developments, or any other external factors.*

***The implementation partner(s) may also change during project execution, as deemed necessary for effective and timely delivery of the CSR objectives.*

8. **Whether any capital asset have been created or acquired through Corporate Social Responsibility amount spent in the financial year: Yes.**

If yes, enter the number of Capital asset created/ acquired: 8

Furnish the details of such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year 2025-26:

Sl No	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent in mINR	Details of entity/ authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
1	Construction of 2 new classroom buildings at Panchayath Union Primary School, Gangaikondan and Post, Manur Block, Tirunelveli District	627 352	March 30, 2026	2.9	NA	Panchayath Union Primary School	Panchayath Union Primary School, Gangaikondan Post, Manur Block,Tirunelveli District - 627 352
2	Construction of 2 new classrooms at Govt. Lower primary school, Thigadahalli, Kundur Gramapanchayath, Malavalli Taluk, Mandya District	571 430	September 15, 2025	1.85	NA	Government Lower Primary School	Govt.Lower primary school, Thigadahalli, Kundur Gramapanchyath, Malavalli Taluk, Mandya District-571430
3	Setting up of Community Development Centre at Gram Panchayat Premises comprising installation of CCTV surveillance system, library furniture, office room furniture, almirah, and internal partitioning work at Gram Panchayat Premise, Faliyawaas Village, Block-Bassi, Jaipur, Rajasthan	303 012	December 17, 2025	3.14	NA	Community Development Centre	Gram Panchayat Premises, Faliyawaas Village, Block-Bassi, Jaipur, Rajasthan – 303 012
4	Digital Classroom setup in 7 Government Schools in Anekal Taluk, Bengaluru Urban District, Karnataka. Covers installation of Smart TV with internet connection and Power back up	562 106	March 01, 2026	1.58	NA	1. Govt High School Indlawadi 2. Government Higher Primary School (GHPS) Sidihosakote 3. Karnataka Public School Anekal 4. Govt Girls High School Anekal 5. Govt Primary School Karpura 6. GHPS Gowrenahalli 7. GHPS Suragajakkanhalli	1. Govt High School Indlawadi, Village & Post, Jigani Hobli, Anekal Taluk, Bengaluru Urban South, Karnataka – 562106, 2. GHPS Sidihosakote, Anekal, Bengaluru Urban South, Karnataka - 562106 3. Karnataka Public School, Chowdareddy Circle, Vinayaka Nagar, Anekal, Karnataka - 562106 4. Govt Girls High School, Anekal Town, Anekal, Bangalore, Karnataka – 562106, 5. Govt Primary School Karpur, Anekal Block, Bengaluru Urban, Karnataka - 562107 6. GHPS, Gowrenahalli, Anekal, Bengaluru Urban South, Karnataka - 562106 7. GHPS Suragajakkanhalli, Grama Panchayathi Old Building, Anekal Taluku, Bengaluru Urban - 562106

Sl No	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent in mINR	Details of entity/ authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
5	Setting up a Skill development center – Home Appliances and Power Tools at Centre for Computers and Communication Technology, Chisopani, P.O. Nandugaon, South Sikkim, Sikkim	737 126	February 24,2026	2.77	NA	Centre for Computers and Communication Technology	Centre for Computers and Communication Technology, Chisopani, P.O. Nandugaon, South Sikkim, Sikkim 737126
6	Setting up a Skill development center – Home Appliances and Power Tools – Master center operated by Bosch India Foundation at Dhaanish Ahmed College of Engineering, Dhaanish Nagar Vanchuvancherry Padappai, near Tambaram, Chennai, Tamil Nadu	601 301	February 02,2026	6.94	CSR00003836	Bosch India Foundation	PO Box No. 3000, Hosur Road, Adugodi, Bangalore - 560030
7	Construction of first floor 3 classrooms and furniture support at Singasandra Govt Primary School, 257, Hosur road, Singasandra, Bengaluru, Karnataka	560 068	March 25,2026	2.15$	NA	Singasandra Govt Primary School	257, Hosur road, Singasandra, Bengaluru, Karnataka – 560068
8	10 Digital Classroom setup in 5 Government Schools in Haliyal block, Sirsi district, Karnataka. Covers installation of Smart TV with internet connection and Power back up	581 329 & 581 356	March 25,2026	2.61	NA	1. Govt. Girls High School Javaligalli, Haliyal 2. Govt. High School Chibbalgere, Haliyal 3. Govt. High School Tergaon, Haliyal 4. Govt. High School Janaga, Haliyal 5. Govt. High School Mangalwada, Haliyal	1. Govt. Girls High School Javaligalli – Behind KEB Office, Haliyal, Uttara Kannada, Karnataka – 581329 2. Govt. High School Chibbalgere – Beside Police Station Road (4 Km), Near Kamdolli Cross, Haliyal, Uttara Kannada, Karnataka – 581329 3. Govt. High School Tergaon – SH-93, Near Veterinary Hospital, Belgaum Road, Tergaon, Uttara Kannada, Karnataka – 581356 4. Govt. High School Janaga – Kalagatagi Road, Janaga Cross, Haliyal, Uttara Kannada, Karnataka – 581329 5. Govt. High School Mangalwada – Belgaum Road, Havagi Cross, Haliyal, Uttara Kannada, Karnataka – 581329

$ - of the total project cost of 8.09 mINR, 3.38 mINR was spent in 2024-25. In 2025-26, 4.71 mINR was spent, of which 2.15 mINR from the 2025-26 CSR budget and 2.56 mINR was utilised from the Unspent CSR Account of 2024-25

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per sub- section (5) of section 135: Details of unspent amount are provided in 6(e).

Reasons of unspent:

Thematic Area	Project Name	Implementation Partner	Unspent 2025-26	Remarks
Sustainable Mobility	Research & Innovation-Bosch BMU Innovation Challenge	BML University	31,99,160	Finalization of problem statement, extended application window and year end festivals, affected shortlisting, selection of the finalists and onboarding of their proposals/ideas for prototype creation.
Environment Sustainability & Water Conservation	Amer (Sagar) Lake Rejuvenation	Bosch India Foundation	9,72,819	Preparatory work of the project is complete, execution was delayed due to approvals awaited from the concerned government stakeholders, involving multi-level legal, technical, and departmental due diligence. the work will commence as soon as all permission is received.
Promotion of Education: Academic, Non-academic and Infrastructure	Infrastructure support to Government School	Bosch India Foundation	5,46,56,834	Alignment, approvals, design clearances, extended vendor negotiations as per defined quality parameters took time, the work on the project is currently in progress.
Total			**5,88,28,813**	

Gopichand Katragadda
DIN: 02475721
Chairperson, CSR Committee

Guruprasad Mudlapur
DIN: 07598798
Managing Director & Chief Technology Officer

Date: May 20, 2026
Place: Bengaluru

Impact Assessment Report

Percolation Tank Restoration, Goldari Village, Nashik

24 - 25

Disclaimer

This report sets forth our views based on the completeness and accuracy of the facts stated to SGS and any assumptions that were included. If any of the facts and assumptions are not complete or accurate, it is imperative that we be informed accordingly, as the inaccuracy or incompleteness thereof could have a material effect on our conclusions. While performing the work, we assumed the genuineness of all signatures and the authenticity of all original documents or authenticity of the same. We have not performed an audit and do not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion. While information obtained from the public domain or external sources has not been verified for authenticity, accuracy, or completeness, we have obtained information, as far as possible, from sources generally considered to be reliable. We assume no responsibility for such information. Our views are not binding on any person, entity, authority or Court, and hence, no assurance is given that a position contrary to the opinions expressed herein will not be asserted by any person, entity, authority and/or sustained by an appellate authority or a Court of law. Performance of our work was based on information and explanations given to us by the Client. Neither SGS nor any of its partners, directors or employees undertake responsibility in any way whatsoever to any person in respect of errors in this report, arising from incorrect information provided by the Client. Our report may refer to 'Findings and Analysis; this indicates only that we have (where specified) undertaken certain analytical activities on the underlying data to arrive at the information presented; we do not accept responsibility for the veracity of the underlying data. In accordance with its policy, SGS advises that neither it nor any of its partner, director or employees undertakes any responsibility arising in any way whatsoever, to any person other than Client in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused. In connection with our report or any part thereof, SGS does not owe duty of care (whether in contract or in tort or under statute or otherwise) to any person or party to whom the report is circulated and SGS shall not be liable to any party who uses or relies on this report. SGS thus disclaims all responsibility or liability for any costs, damages, losses, liabilities, expenses incurred by such third party arising out of or in connection with the report or any part thereof.

By reading our report, the reader of the report shall be deemed to have accepted the terms mentioned here in above.

About Bosch Limited

Bosch Group is a leading global supplier of technology and services, with a strong presence across mobility, industrial technology, consumer goods, and energy and building technology. With over a century of presence in India, Bosch Limited has remained committed not only to technological innovation but also to creating meaningful social impact.

Inspired by the vision of its founder, Robert Bosch, the Company's social engagement focuses on creating sustainable and scalable solutions that address critical community development needs and empower underserved populations.

Bosch Limited's Social Engagement:

Bosch Limited's CSR strategy is anchored in holistic community development through sustained, need-based interventions. As per its current CSR framework, the Company operates across three thematic areas:

Skill Development – enhancing employability and livelihood opportunities.

Sustainable Mobility – promoting road safety, sustainable transport, research, and innovation.

Integrated Community Development (ICD) – focusing on environmental sustainability, water conservation, healthcare, education, and community empowerment through community development centers and building livelihood skills.

These initiatives are implemented through Bosch India Foundation (BIF), the Company's social engagement arm, which works closely with local partners and communities to deliver impactful, localized interventions aimed at building long-term community resilience.

Executive Summary

Water security remains a critical developmental concern in rural India, particularly in agrarian communities where livelihoods are heavily dependent on agriculture, livestock, and groundwater resources. Limited decentralized water conservation infrastructure, declining groundwater recharge, and seasonal dependence on rainfall often create significant barriers to water access for irrigation, domestic use, sanitation, and livestock, thereby constraining livelihood resilience, and overall community wellbeing.

Against this backdrop, the restoration of the percolation tank in Goldari village, Trimbakeshwar block, Nashik district, Maharashtra, funded by Bosch Limited and implemented by Bosch India Foundation, represents a contextually relevant intervention aimed at strengthening local groundwater recharge and decentralized water security. The project sought to revive an existing but deteriorated percolation tank that had lost its recharge functionality due to heavy silt accumulation and structural degradation, thereby limiting water availability for the surrounding rural community.

SDG Alignment

The intervention reportedly increased the percolation tank's storage capacity by approximately 19 crore liters, taking the total estimated storage capacity to 48 crore liters. This strengthened local groundwater recharge, directly benefitting over 2,500 community members and positively influencing nearly 150 acres of agricultural land through improved irrigation access and water security.

Bosch Limited engaged SGS India Private Limited as an independent third-party assessment agency to evaluate the outcomes and early impact of the Percolation Tank Rejuvenation Project completed in 2024–25.

The study adopted a qualitative and consultative assessment approach, guided by the OECD-DAC evaluation framework, to assess programme performance across the dimensions of relevance, coherence, effectiveness, efficiency, impact, and sustainability. Given the nature of the intervention and the objective of understanding early community-level outcomes, the assessment focused on capturing stakeholder experiences, implementation perspectives, and observed changes resulting from the intervention.

The methodology included Focus Group Discussions (FGDs) with 30+ community beneficiaries, Key Informant Interviews (KIIs) with the village Sarpanch and the implementation agency, along with site observations of the restored percolation tank infrastructure. This enabled triangulation of beneficiary experiences, stakeholder perspectives, and on-ground infrastructure observations to develop balanced and evidence-based findings.

Key insights:

Assessment findings suggest that the intervention has generated encouraging early outcomes across the OECD-DAC dimensions. The intervention demonstrated strong relevance by directly addressing a critical community need around water access and groundwater depletion in a highly water-dependent rural setting. From a coherence perspective, the project reflected alignment with local development priorities, with implementation reportedly undertaken in coordination with the Irrigation Department, village governance institutions, and implementation stakeholders.

The intervention also demonstrated operational efficiency, with integrated restoration works including desilting, leakage repairs, structural strengthening, and vegetation clearance, reportedly completed within approximately four months. The convergence with local stakeholders further supported smoother implementation, facilitating timely execution and restoration of the water conservation assets.

From an effectiveness and technical outcome perspective, the intervention appears to have successfully restored the intended functionality of the percolation tank as a decentralized groundwater recharge structure. Beneficiary accounts indicate that wells which earlier remained dry for 3–4 months annually now retain water for significantly longer durations, suggesting improved groundwater

recharge performance and reduced seasonal groundwater stress. Reports of improved soil moisture further reinforce the hydrological benefits of the intervention, particularly in supporting local agricultural recovery.

The most visible impact has emerged in the form of strengthened livelihoods and reduced household water stress. Improved groundwater availability has enabled farmers to resume and expand agricultural activities, with cultivation reported for crops such as ragi, jowar, urad, and wheat, alongside early experimentation with horticultural crops including mango and jackfruit, indicating emerging diversification and stronger confidence in agricultural continuity. Improved water access has also positively influenced livestock maintenance, particularly cattle, buffalo, and poultry management, which represent important supplementary livelihood assets.

At the household level, the intervention has delivered significant social benefits, especially for women. Prior to the intervention, women reportedly travelled 1–2 kilometers, at times during late hours, to fetch water for drinking, sanitation, and livestock, exposing them to physical strain, health burdens, and safety risks. Improved local water access through recharged wells has substantially reduced this burden, improving household wellbeing and reducing time and effort spent on water collection.

The intervention also demonstrates positive implications for financial resilience. Households previously reported reliance on paid water tankers during acute shortages, with expenditures of approximately ₹ 600 per tanker, indicating recurring financial strain linked to water insecurity.

Reduced dependence on external water procurement, coupled with revived agricultural and livestock opportunities, suggests meaningful economic relief at the household level.

From a sustainability perspective, the intervention presents strong long-term potential, given its infrastructure-led and decentralized design. However, continued impact will depend on regular desilting, vegetation management, structural upkeep, and active institutional ownership. Site observations also highlighted the absence of fencing around the tank, presenting a safety consideration that warrants attention.

Way Forward:

Farmers in the community are currently in the early stages of exploring agricultural expansion and crop diversification, indicating an opportunity for targeted awareness-building and capacity development on suitable cultivation models, water-efficient agricultural practices, horticulture, livestock enhancement, and alternative livelihood pathways that can leverage improved water availability. Strengthening community maintenance systems and periodic technical monitoring will further support long-term sustainability.

Improved Groundwater Availability

3–4 Months

reduction in seasonal well drying, with beneficiaries reporting improved water retention and better groundwater availability post restoration.

Reduced Water Collection Burden

1–2 km

of daily travel for water collection has reportedly reduced, easing physical strain, safety concerns, and time burden, particularly for women.

Reduced Financial Stress

₹ 600+

previously spent on water tanker procurement during acute shortages may now be reduced due to improved local water access.

OECD DAC Parameter	Performance
Relevance	High
Coherence	High
Effectiveness	High
Efficiency	High
Impact	High
Sustainability	Moderate

Program Performance

ANNEXURE 'E' TO THE REPORT OF THE DIRECTORS

FORM NO. AOC-2

(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013 including certain arm's length transactions under third proviso thereto.

1. DETAILS OF CONTRACTS OR ARRANGEMENTS OR TRANSACTIONS NOT AT ARM'S LENGTH BASIS

NIL

2. DETAILS OF MATERIAL CONTRACTS OR ARRANGEMENT OR TRANSACTIONS AT ARM'S LENGTH BASIS:

Name of related party and relationship: **Robert Bosch (RB), GmbH - Ultimate Holding company**

Salient Terms: **Ongoing, repetitive, in ordinary course of business and on arm's length basis.**

Date of approval by the Board, if any: **Since these transactions are in the ordinary course of business and at arm's length basis, approval of the Board is not applicable.**

Approval of the Audit Committee and the shareholders have been obtained pursuant to the requirements of Listing Agreement/SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013, for an aggregate amount upto 98,000 MINR for each financial year.

The summary of transactions entered into during 2025-26 with RB, GmbH is given below:

[MINR]

Sl. No.	Nature of Transaction	Duration	Amount of transactions during 2025-26
1.	Purchase of goods (trade goods, components, tools, spares, etc.)	Ongoing	42,524
2.	Purchase of assets	Ongoing	614
3.	Sale of goods (products, components, etc.)	Ongoing	11,227
4.	Sale of services (development income, etc.)	Ongoing	2,182
5.	Services received (development charges, IT charges, etc.)	Ongoing	5,606
Total			**62,153**

Name of related party and relationship: **Bosch Automotive Electronics India Private Limited (RBAI) - Fellow subsidiary company**

Salient Terms: **Ongoing, repetitive, in ordinary course of business and on arm's length basis.**

Date of approval by the Board, if any: **Since these transactions are in the ordinary course of business and at arm's length basis, approval of the Board is not applicable.**

Approval of the Audit Committee and the shareholders have been obtained pursuant to the requirements of Listing Agreement/SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013, for an aggregate amount upto 37,000 MINR for each financial year.

The summary of transactions entered into during 2025-26 with RBAI is given below:

[MINR]

Sl. No.	Nature of Transaction	Duration	Amount of transactions during 2025-26
1.	Purchase of goods (trade goods, components, tools, spares, etc.)	Ongoing	14,040
2.	Purchase of assets	Ongoing	-
3.	Sale of goods (products, components, etc.)	Ongoing	315
4.	Sale of services (development income, etc.)	Ongoing	1,106
5.	Services received (development charges, IT charges, etc.)	Ongoing	201
6.	Loans given/renewed	One Year	8,000
Total			**23,662**

Name of related party and relationship: **Bosch Global Software Technologies Private Limited (BGSW) - Fellow subsidiary company**

Salient Terms: **Ongoing, repetitive, in ordinary course of business and on arm's length basis.**

Date of approval by the Board, if any: **Since these transactions are in the ordinary course of business and at arm's length basis, approval of the Board is not applicable.**

Approval of the Audit Committee and the shareholders have been obtained pursuant to the requirements of Listing Agreement/SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013, for an aggregate amount upto 17,000 MINR for each financial year.

The summary of transactions entered into during 2025-26 with BGSW is given below:

[MINR]

Sl. No.	Nature of Transaction	Duration	Amount of transactions during 2025-26
1.	Purchase of goods (trade goods, components, tools, spares, etc.)	Ongoing	655
2.	Purchase of assets	Ongoing	18
3.	Sale of goods (products, components, etc.)	Ongoing	251
4.	Sale of services (development income, etc.)	Ongoing	1,945
5.	Services received (development charges, IT charges, etc.)	Ongoing	4,028
Total			**6,897**

Name of related party and relationship: **Robert Bosch Power Tools GmbH (RBPT) - Fellow subsidiary company**

Salient Terms: **Ongoing, repetitive, in ordinary course of business and on arm's length basis.**

Date of approval by the Board, if any**: Since these transactions are in the ordinary course of business and at arm's length basis, approval of the Board is not applicable.**

Approval of the Audit Committee and the shareholders have been obtained pursuant to the requirements of Listing Agreement/SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013, for an aggregate amount upto 17,000 MINR for each financial year.

The summary of transactions entered into during 2025-26 with RBPT is given below:

[MINR]

Sl. No.	Nature of Transaction	Duration	Amount of transactions during 2025-26
1.	Purchase of goods (trade goods, components, tools, spares, etc.)	Ongoing	9,657
2.	Purchase of assets	Ongoing	-
3.	Sale of goods (products, components, etc.)	Ongoing	214
4.	Sale of services (development income, etc.)	Ongoing	54
5.	Services received (development charges, IT charges, etc.)	Ongoing	77
Total			**10,002**

Name of related party and relationship: **BSH Household Appliances Manufacturing Private Limited (BSH) - Fellow subsidiary company**

Salient Terms: **Ongoing, repetitive, in ordinary course of business and on arm's length basis.**

Date of approval by the Board, if any: **Since these transactions are in the ordinary course of business and at arm's length basis, approval of the Board is not applicable.**

Approval of the Audit Committee and the shareholders have been obtained pursuant to the requirements of Listing Agreement/SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013, for an aggregate amount upto 13,000 MINR for each financial year.

The summary of transactions entered into during 2025-26 with BSH is given below:

[MINR]

Sl. No.	Nature of Transaction	Duration	Amount of transactions during 2025-26
1.	Purchase of goods (trade goods, components, tools, spares, etc.)	Ongoing	0
2.	Purchase of assets	Ongoing	-
3.	Sale of goods (products, components, etc.)	Ongoing	1
4.	Sale of services (development income, etc.)	Ongoing	533
5.	Services received (development charges, IT charges, etc.)	Ongoing	0
6.	Loans given/renewed	One Year	4,500
Total			**5,034**

For and on behalf of the Board of Directors

Guruprasad Mudlapur
(DIN:07598798)
Managing Director

Sandeep Nelamangala
(DIN: 08264554)
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

ANNEXURE 'F' TO THE REPORT OF THE DIRECTORS

DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) READ WITH RULE 5(1) OF COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

I. Percentage increase in the remuneration of each director, Chief Financial Officer and Company Secretary during the Financial Year 2025-26 and ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the Financial Year 2025-26 are as under:

Sl. No.	Name of the Director/ Key Managerial Personnel	Category/Designation	% increase in the remuneration during the financial year[1]	Ratio to median remuneration of employees[2]
1	Ms. Hema Ravichandar	Independent Director	-	3.91
2	Dr. Gopichand Katragadda	Independent Director	-	4.00
3	Ms. Padmini Khare	Independent Director	-	3.84
4	Dr. Pawan Kumar Goenka	Independent Director	-	3.85
5	Mr. Soumitra Bhattacharya	Non-Executive Director	-	4.17
6	Mr. Guruprasad Mudlapur	Managing Director & Chief Technology Officer	5.4	27.16
7	Mr. Sandeep Nelamangala	Joint Managing Director	7.4	25.98
8	Ms. Karin Gilges	Chief Financial Officer	3.2	45.55
9	Mr. V. Srinivasan	Company Secretary & Compliance Officer	8.3	5.12
10	Mr. Stefan Grosch*	Non-Executive & Non- Independent Director	NA	NA

Notes:

1. *The % increase of remuneration is provided only for Executive Directors and KMP who have drawn remuneration from the Company for current financial year 2025-26 in comparison with previous financial year 2024-25.*
2. *The term 'Employees' for the above purpose and sl. no. III below, includes all employees except employees/associates governed under Long-term wage settlement.*
3. ** Mr. Stefan Grosch has waived his right to receive remuneration as Director of the Company.*

II. The percentage increase in the median remuneration of employees in the Financial Year:

There was an increase of 7.8% (₹1,37,535)in the median remuneration of employees.

III. The number of permanent employees on the rolls of the Company:

As on March 31, 2026, the Company had 6,087 permanent employees on its roll.

IV. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last Financial Year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:

Percentage increase made in the salaries of the employees other than the managerial personnel in the last Financial Year i.e., 2025-26 was **3.7% (CTC 2026 over CTC 2025)** ,whereas the increase in the managerial remuneration in the Financial Year 2025-26 was **~9.4% (CTC 2026 over CTC 2025)** due to the average market increase for all associates.

V. Affirmation that the remuneration is as per the remuneration policy of the Company:

It is hereby affirmed that the remuneration paid to the Directors, Key Managerial Personnel and Employees is as per the Nomination and Remuneration Policy of the Company.

For and on behalf of the Board of Directors

Guruprasad Mudlapur
(DIN:07598798)
Managing Director & Chief Technology Officer

Sandeep Nelamangala
(DIN: 08264554)
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

ANNEXURE 'G' TO THE REPORT OF THE DIRECTORS

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

[Pursuant to Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of Companies (Accounts) Rules, 2014]

A. CONSERVATION OF ENERGY:

(i) The steps taken or impact on conservation of energy:

Sl. No	Particulars
1	Replacement of EC fans for chilled water AHU
2	Replacement of EC+ Fans AHU
3	Replacement of energy efficient chiller
4	Lighting automation/ smart lighting, lights replacement with LED Lights
5	UPS optimization and upgradation
6	Optimization of Hanger cooling using AI
7	CEE Implementation by replacing MEE operation
8	Installation of Solar Street lights
9	VFD (Variable Frequency Drive) in Molding/ Screw Compressors/ Cooling tower Pumps/ Ventilation AHU/ exhaust system
10	Elimination of unnecessary idle running in Production MAEs
11	Low Rating pump for Cooling tower application for Sundays and night shift
12	Optimization of set point in Nitrogen plant
13	Optimization of compressor in HP area circuit
14	Optimization of process in Heat Treatment
15	Optimization of energy requirement through Heat pump running scheduling
16	Energy Efficient Pumps for Cooling tower & machines
17	IoT Solution for Smart HVAC Automation
18	Cooling tower AI control
19	Installation of Solar PV at one of the facility
20	New Energy efficient compressor
21	Compressed Air optimization and leakage correction

(ii) The steps taken by the Company for utilizing alternate sources of energy:

- Inhouse solar energy generation
- Green Energy through Group Captive

Manufacturing Cumulative Capacity (per year) facilities (Mwh)	
Nashik	12,700
Bidadi	9,769
Jaipur	3,100
Bangaluru	545
Naganathapura	0.218
Gangaikondan	75.79
Chennai	-

(iii) The Capital investment on energy conservation equipment(s):

During the year, the Company prioritized investments focusing on implementation of energy conservation initiatives, enhancement of solar energy generation and reduce reliance on conventional energy sources to optimize overall energy use. Some of manufacturing facilities of Company have commenced installing solar plant equipment. Below are the location-wise details of investments made in energy conservation and solar energy equipment:

Manufacturing facilities	[Mio ₹]
Nashik	42.8
Bidadi	1.96
Jaipur	3.50
Bangaluru	47.40
Naganathapura	Nil
Gangaikondan	9.5
Chennai	0.69
TOTAL	105.85

B. TECHNOLOGY ABSORPTION

(i) The efforts made towards technology absorption:

1	High energy efficient chiller with refrigerant chiller monitoring system.
2	UPS upgradation Lithium battery
3	CEE (Conventional Enhanced Evaporator) replaced in place of MEE (Multi Effect Evaporator)
4	Heat loss reduction in Trickling/Oven
5	Use of Energy Efficient centrifugal compressors
6	AI based project for cooling tower
7	AI based smart monitoring system for Solar Power Generation

(ii) The benefits derived like product improvement, cost reduction, product development or import substitution:

1	Improving fuel economy by introduction of Dual Fuel Kit achieving reduction in carbon emissions
2	Consistent reduction in Carbon Emissions by Resource conservation projects
3	Improved shopfloor air ventilation
4	Energy conservation and cost reduction
5	Power cost reduction by Group captive model & Discounted Energy Rate Scheme (DERS).

(iii) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year) : NIL

The expenditure incurred on Research and Development during 2025-26:

Sl. No.	Particulars	Amount in MINR
1.	Capital	22
2.	Revenue	5,989
3.	Total	6,011
4.	Total R&D expenditure as a % of Gross Sales	3.0%

C. FOREIGN EXCHANGE EARNINGS AND OUTGO DURING 2025-26:

Sl. No.	Particulars	Amount in MINR
1.	Export of products and services	16,290
2.	Total foreign exchange used and earned:	
	Foreign exchange used.	80,638
	Foreign exchange earned	18,020

For and on behalf of the Board of Directors

Guruprasad Mudlapur
(DIN:07598798)
Managing Director & Chief Technology Officer

Sandeep Nelamangala
(DIN: 08264554)
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

ANNEXURE 'H' TO THE REPORT OF THE DIRECTORS

DIVIDEND DISTRIBUTION POLICY

1 Background

In accordance with the provisions of Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the top 1000 listed entities based on the market capitalization shall formulate a Dividend Distribution Policy. The Company, being one of the top 1000 listed Companies, has formulated this Dividend Distribution Policy.

2 Definition

Unless the context otherwise requires:

(a) 'Act' means the Companies Act, 2013 and includes the rules framed thereunder.

(b) 'Board' means the Board of Directors of the Company and includes any Committee thereof constituted or to be constituted.

(c) 'Company' means Bosch Limited.

(d) 'Dividend' shall have the meaning ascribed to it under the Act and includes an Interim Dividend but excludes Special Dividend.

(e) 'Listing Regulations' or 'SEBI LODR' means Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, including any statutory modifications or re-enactments thereto.

(f) 'Free Reserves' shall have the meaning ascribed to it under the Act.

(g) 'Policy' means Bosch Limited - Dividend Distribution Policy.

(h) 'PAT' means annual **Standalone** profit after tax of the Company.

The words or expressions used but not defined herein, but defined under Companies Act, 2013 or the Listing Regulations shall have the same meaning assigned therein.

Words in singular number include the plural and vice-versa.

3 Effective date

The policy shall come into force from the date of approval of the Board of Directors i.e. February 10, 2017, including any amendments made therewith.

4 Parameters

Dividend payout is contingent upon various factors and their combination thereof, which are enumerated below, and the Board of Directors shall before deciding the dividend consider these factors in the best interest of the Company and its shareholders.

4.1 Circumstances under which the shareholder may not expect dividend

The shareholder may not expect dividend, *inter-alia*, in the following circumstances, subject to discretion of the Board:

a. In event of loss or inadequacy of profit or Cash flow

b. Higher capital investments on account of expansion of business, etc. by the Company

c. Decision to undertake any acquisition, amalgamation, merger, takeover, etc. requiring significant capital outflow

d. Other business condition(s) in the opinion of the Board it would be prudent to plough back the profits of the Company

e. De-growth in the overall business

f. The Company has been prohibited to declare dividends by any regulatory authority

g. Any other extra-ordinary circumstances

4.2 Financial parameters

While determining the quantum of dividend the Board of Director shall, *inter-alia*, consider the following financial parameters:

(i) Profit After Tax considering write-off of accumulated losses, exceptional and extraordinary items, if any

(ii) Accumulated reserves

(iii) Cash flow and treasury position keeping in view the total debt to equity ratio

(iv) Earnings Per Share

(v) Dividend Payout during the previous years

(vi) Capital Expenditure

(vii) Contingent Liabilities

4.3 Factors to be considered while declaring dividend

The quantum of dividend is an outcome of due deliberation by the Board considering various Internal and External factors including, but not limited to:

(i) Internal factors

(a) Business Forecast (near to medium term)

(b) Earning stability

(c) Availability of liquidity

(d) Accumulated Reserves

(e) Working capital requirements of the Company

(f) Capital Expenditure requirements of the Company

(g) Investments in new line(s) of business

(h) Expenditure on Research and Development of new products

(i) Investment in technology

(j) Acquisition of brands/businesses

(k) Replacement cost of end-of-lifecycle products

(ii) External factors

(a) Statutory provisions, legal requirements, regulatory conditions or restrictions laid down under applicable laws

(b) Prevailing macro-economic environment

(c) Re-investment opportunities

(d) Investor Expectations

(e) Prevailing taxation structure including any amendments expected thereof

Dividend will generally be declared once a year, after the approval of the Audited Financial Statement and shall be subject to approval / confirmation of shareholders at the Annual General Meeting (AGM). In certain years and to commemorate special occasions, the Board may consider declaring special dividend for its shareholders.

Considering the above factors, the Company would endeavor to declare a Dividend (**excluding** any special dividend or a payout in the form of a one time / special dividend) in the range of 55-85% of the PAT and can go up to a maximum of 100% of PAT.

5 Utilization of retained earnings

Subject to the applicable regulations, retained earnings may be applied for:

(i) Funding the organic and inorganic growth of the Company

(ii) Diversification of business

(iii) Capacity Expansion

(iv) Replacement of Capital Assets

(v) Declaration of Dividend in future years

(vi) Issue of Bonus Shares

(vii) Buy-back of Shares / Capital Reduction

(viii) Other permissible purposes

6 Parameters that shall be adopted with regard to various classes of shares

The Company has only one class of shares viz. Equity Shares of Face Value of ₹ 10 each.

Since the Company has issued only one class of equity shares with equal voting rights, all the members of the Company are entitled to receive the same amount of Dividend per share.

7 Disclosure

In terms of the requirements of the Listing Regulations, this policy has been uploaded on the website of the Company viz., https://www.bosch.in/ and will also form a part of the Annual Report of the Company.

In case the Company declares dividend on the basis of parameter in addition to the parameters stated in this Policy, such parameters will be disclosed on the website as well as Annual Report of the Company.

8 General

This Policy is subject to revision / amendments in accordance with the guidelines as may be issued by the Ministry of Corporate Affairs, SEBI or other regulatory authority from time to time, on the subject matter. Accordingly, the Company reserves the right to alter, modify, add, delete or amend any of the provisions of this Policy.

Notwithstanding anything contained herein but subject to the applicable laws, the Board may, at their discretion revise, amend or modify the policy, which they in their absolute discretion may deem fit.

In case of any amendment(s), clarification(s), circular(s), etc. issued by the relevant authorities, not being consistent with the provisions laid down under this Policy, then such amendment(s), clarification(s), circular(s), etc. shall prevail upon the provisions of this Policy and this Policy shall stand amended accordingly from the effective date as laid down under such amendment(s), clarification(s), circular(s), etc.

9 Cautionary statement

The Policy reflects the intent of the Company to reward its shareholders by sharing a portion of its profits after retaining sufficient funds for growth of the Company. The Company shall pursue this Policy to pay, subject to the circumstances and factors enlisted herein above, which shall be consistent with the performance of the Company over the years.

This document does not solicit investment in the Company's shares nor is it an assurance of guaranteed returns (in any form), for investments in the Company's shares.

The Policy is not an alternative to the decision of the Board for recommending dividend, which is made generally, every year after taking into consideration all the relevant circumstances contained in this Policy as may be decided by the Board.

10 Revision history

Issue	Date	Editor	Description of changes
03	February 06, 2026	RBIN/BCS	Third revision
02	February 05, 2020	RBIN/BCS	Second revision
01	February 10, 2017	RBIN/BCS	First edition

ANNEXURE 'I' TO THE REPORT OF THE DIRECTORS

FORM AOC-I

STATEMENT CONTAINING SALIENT FEATURES OF THE FINANCIAL STATEMENT OF SUBSIDIARIES/ ASSOCIATE COMPANIES/ JOINT VENTURES

(Pursuant to first proviso to sub-section (3) of Section 129 read with Rule 5 of Companies (Accounts) Rules, 2014)

Part "A": Subsidiaries

Name of the subsidiary: **MICO Trading Private Limited**

(Amounts in Thousand ₹)

1.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Not Applicable
2.	Reporting currency and exchange rate as on the last date of the relevant financial year in the case of foreign subsidiary	Not Applicable
3.	Share Capital	1,000
4.	Reserves & Surplus	(21)
5.	Total Assets	1,015
6.	Total Liabilities	36
7.	Investments	0
8.	Turnover*	Nil
9.	Profit/(Loss) before taxation	91
10.	Provision for taxation	24
11.	Profit/(Loss) after taxation	67
12.	Proposed Dividend	Nil
13.	% of shareholding	100%

*Turnover - Nil. Income from Investments (Fixed Deposits) 36 TINR

Name of the subsidiary: **Robert Bosch India Manufacturing and Technology Private Limited**

(Amounts in thousand ₹)

1.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Not Applicable
2.	Reporting currency and exchange rate as on the last date of the relevant financial year in the case of foreign subsidiary	Not Applicable
3.	Share Capital	100
4.	Reserves & Surplus	(30,350)
5.	Total Assets	4,334
6.	Total Liabilities	34,584
7.	Investments	Nil
8.	Turnover	Nil
9.	Profit/(Loss) before taxation	(3,111)
10.	Provision for taxation	Nil
11.	Profit/(Loss) after taxation	(3,111)
12.	Proposed Dividend	Nil
13.	% of shareholding	100%

1. Names of subsidiaries which are yet to commence operations: **MICO Trading Private Limited and Robert Bosch India Manufacturing and Technology Private Limited**
2. Names of subsidiaries which have been liquidated or sold during the year: **None**.

Part "B": Associates and Joint Ventures

Name of Associate: **NewTech Filter India Private Limited**

		March 31, 2026	March 31, 2025
1.	Latest audited Balance Sheet Date		
2.	Shares of Associate held by the Company on the year end		
	• Nos.	17,500,000	17,500,000
	• Amount of Investment in Associates (Amount in thousand ₹)	175,000	175,000
	• Extent of Holding %	25%	25%
3.	Description of how there is significant influence	Voting Rights	Voting Rights
4.	Reasons why the Associate is not consolidated	Consolidated	Consolidated
5.	Net-worth attributable to the shareholding as per the latest audited Balance Sheet (Amount in thousand ₹)	126,875	118,700
6.	Profit/(Loss) for the year (attributable to the shareholding) (Amount in thousand ₹)	8,205	6,025
	i. Considered in consolidation (Amount in thousand ₹)	8,205	6,025
	ii. Not considered in consolidation	Nil	Nil

Name of Associate: **Autozilla Solutions Private Limited**

		March 31, 2026	March 31, 2025
1.	Latest audited Balance Sheet Date		
2.	Shares of Associate held by the Company on the year end		
	• Nos.	13,071	13,071
	• Amount of Investment in Associates (Amount in thousand ₹)	133,500	133,500
	• Extent of Holding %	26%	26%
3.	Description of how there is significant influence	Voting rights	Voting rights
4.	Reasons why the Associate is not consolidated	Consolidated	Consolidated
5.	Net-worth attributable to the shareholding as per the latest audited Balance Sheet (Amount in thousand ₹)	4,134	8,094
6.	Profit/(Loss) for the year (attributable to the shareholding) (Amount in thousand ₹)	(3,960)	(9,931)
	i. Considered in consolidation (Amount in thousand ₹)	(3,960)	(9,931)
	ii. Not considered in consolidation	Nil	Nil

Name of Joint Venture: **PreBo Automotive Private Limited**

		March 31, 2026	March 31, 2025
1.	Latest audited Balance Sheet Date		
2.	Shares of Joint Ventures held by the Company on the year end		
	• Nos.	6,400,000	6,400,000
	• Amount of Investment in Joint Venture (Amount in thousand ₹)	64,000	64,000
	• Extent of Holding %	40%	40%
3.	Description of how there is significant influence	Voting Rights	Voting Rights
4.	Reasons why the Joint Venture is not consolidated	Consolidated	Consolidated
5.	Net-worth attributable to the shareholding as per the latest audited Balance Sheet (Amount in thousand ₹)	160,365	132,661
6.	Profit/(Loss) for the year (attributable to the shareholding) (Amount in thousand ₹)	27,703	25,508
	i. Considered in consolidation (Amount in thousand ₹)	27,703	25,508
	ii. Not considered in consolidation	Nil	Nil

1. Names of associates or joint ventures which are yet to commence operations: **Nil.**
2. Names of associates or joint ventures which have been liquidated or sold during the year: **Nil.**

For and on behalf of the Board of Directors

Guruprasad Mudlapur
(DIN:07598798)
Managing Director

Sandeep Nelamangala
(DIN: 08264554)
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

ANNEXURE 'J' TO THE REPORT OF THE DIRECTORS

INFORMATION PURSUANT TO RULE 5(2) & 5(3) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

Sl. No.	Name	Age Yrs.	Designation	Remuneration ₹ (Gross)	Educational Qualifications	Date of joining	Date of leaving	Previous employment
1	2		4	5	6	7	8	9
A: Top ten (10) employees in terms of remuneration drawn during the year:								
1	Karin Gabriele Gilges	56	Executive Vice President	8,17,99,452	Dual Studies Business Economics & Certified Accountant and Translator English	May 01, 2022		Senior vice president, Bosch San. Ve Tic. A. S., bursa, turkey
2	Hueseyin Oezmeral	57	Executive Vice President	7,84,59,316	PhD in Mechanical Engineering	January 01, 2024		NA
3	Guruprasad Mudlapur	60	Managing Director	4,66,31,073	B.E (ELECTRONICS)	August 20, 2008		NXP Semiconductors (System Manager),
4	Sandeep Nelamangala	55	Joint Managing Director	4,09,50,459	B.E	November 02, 1992		NA
5	Christoph Wössner	43	Vice President	3,42,37,936	Dr. (comp. to PhD); Master in Business Administration and Economics	September 01, 2023		NA
6	Suresh Babu R	61	Senior Vice President	3,08,94,166	B.E Mechatronics	March 01, 1986	May 31, 2025	NA
7	Chindal Cheong	58	Vice President	2,89,87,582	Master degree in engineering (Mechanical engineering and Production Engineering)	January 04, 1999		
8	Iris Socher-Lelong	38	Senior General Manager	2,86,50,470	Major - Economics	June 01, 2024		NA
9	Christian Jäger	47	Manger	2,82,23,655	Graduate Engineer / University of applied sciences	August 01, 2023		Development engineer - Fisiwa Konstruktionsgesellschaft mbH, Asperg
10	Raman Kumar Singh	51	Senior Vice President	2,48,16,199	B.E (MECHANICAL),M.B.A (HR)	May 01, 2025		ABB
B: Top 10(Ten) Employees drawing a remuneration of not less than ₹ 8.50 Lakhs p.m. and employed for part of the year other than A								
1	Nishant Sinha	51	Vice President	2,46,21,747	M.B.A	December 10, 2019	January 14, 2026	HT Media
2	Vinod Venkatesh	59	Vice President	1,70,62,963	M.B.A (Executive MBA)	September 24, 2005		Bosch Chassis Systems India Private Limited
3	Steffen Meiko Krauth	31	Manager	1,67,96,525	Bachelor of Science in Business Informatics	September 01, 2025		Bosch, Germany
4	Andreas Tellmann	40	Senior General Manager	1,63,91,331	Master of Arts – Project Management and Engineering	January 01, 2026		Robert Bosch GmbH, Kusterdingen,

Sl. No.	Name	Age Yrs.	Designation	Remuneration ₹ (Gross)	Educational Qualifications	Date of joining	Date of leaving	Previous employment
1	2		4	5	6	7	8	9
5	Felix Schneider	38	Deputy General Manager	1,44,39,423	Information-oriented Business Administration, Master of Science	November 01, 2025		Robert Bosch GmbH Waiblingen,
6	Oliver Leipold	44	Manager	1,35,37,311	Mechanical engineer (B. Eng.)	January 01, 2023	October 31, 2025	Robert Bosch GmbH Germany,
7	Arvind M C	48	Vice President	1,24,84,179	PGD	May 02, 2008	August 31, 2025	JURISCONSULTUS
8	Pardeep Anand	60	Senior General Manager	1,20,98,301	POST GRADUATE DIPLOMA,B.E	June 15, 1994	November 30, 2025	MEKASTER GROUP
9	Sanmay Dasgupta	46	Senior General Manager	1,12,96,032	NA	January 11, 2023		Bosch Rexroth India Limited
10	Pradeep T P	52	Deputy General Manager	1,00,97,669	B.E (ELECTRONICS)	November 26, 1998	January 16, 2026	Essae -teraokea

For and on behalf of the Board of Directors

Guruprasad Mudlapur
(DIN:07598798)
Managing Director & Technology Officer

Sandeep Nelamangala
(DIN: 08264554)
Joint Managing Director

Place: Bengaluru
Date: May 20, 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of Bosch Limited

Report on the Audit of the Standalone Financial Statements

OPINION

We have audited the standalone financial statements of Bosch Limited ("the Company"), which comprise the Balance sheet as at March 31 2026, the Statement of Profit and Loss, including the statement of Other Comprehensive Income, the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the standalone financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, its profit including other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Standalone Financial Statements' section of our report. We are independent of the Company in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the standalone financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the standalone financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying standalone financial statements.

Key audit matters	How our audit addressed the key audit matter
Revenue recognition for sale of goods *(as described in Note 7(b) and 32 of the standalone financial statements)*	
Revenue from sale of goods is recognized upon the transfer of control of the goods sold to the customer. The Company uses a variety of shipment terms across its operating markets and this has an impact on the timing of revenue recognition. Revenue is measured by the Company at the transaction price of consideration received/ receivable from its customers and in determining the transaction price for the sale of products , the Company considers the effects of various factors such as volume-based discounts, price adjustments to be passed on to the customers based on various parameters like negotiations savings on materials/ share of business, rebates etc provided to the customers. The Company at the year end, provides for such price variations to be passed on to the customer. There is a risk that revenue could be recognized at incorrect amount on account of the significant judgement and estimate involved in calculation of price variations to be recorded as at the year end and in the incorrect period on account for sales transactions occurring on and around the year end. Therefore, revenue recognition has been identified as a key audit matter.	Our audit procedures included the following: • We evaluated the Company's accounting policies pertaining to revenue recognition in terms of Ind AS 115 - Revenue from Contracts with Customers. • We performed test of controls of management's process of recognizing the revenue from sales of goods with regard to the timing of the revenue recognition as per the sales terms with the customers and management's process and the assumptions used in calculation of price variations. • We performed audit procedures on a representative sample of the sales transactions to test that the revenues and related trade receivables are recorded taking into consideration the terms and conditions of the sale orders, including the shipping terms. Also, tested, on sample basis, debit/ credit notes in respect of agreed price variations passed on to the customers. • We performed audit procedures relating to revenue recognition by agreeing deliveries occurring around the year end to supporting documentation to establish that sales and corresponding trade receivables are recorded in the correct period. • We tested completeness, arithmetical accuracy and plausibility of the data used in the computation of price adjustments as per customer contracts and tested, on sample basis, credit notes issued and payment made as per customer contracts / agreed price negotiations; • We assessed the adequacy of revenue related disclosures in the Standalone financial statements.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the standalone financial statements and our auditor's report thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE MANAGEMENT FOR THE STANDALONE FINANCIAL STATEMENTS

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE STANDALONE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most

significance in the audit of the standalone financial statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in the "Annexure 1" a statement on the matters specified in paragraphs 3 and 4 of the Order.

2. As required by Section 143(3) of the Act, we report, to the extent applicable, that:

   (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;

   (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

   (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;

   (d) In our opinion, the aforesaid standalone financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, as amended;

   (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;

   (f) With respect to the adequacy of the internal financial controls with reference to these standalone financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;

   (g) In our opinion, the managerial remuneration for the year ended March 31, 2026 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;

   (h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

   i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements – Refer Note 37 to the standalone financial statements;

   ii. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Note 15 to the standalone financial statements;

   iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company;

   iv. a) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 42(v) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

   b) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 42(vi) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

   c) Based on such audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.

   v. The final dividend paid by the Company during the year in respect of the same declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

INDEPENDENT AUDITOR'S REPORT (CONTD.)

As stated in note 31(b) to the standalone financial statements, the Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. Based on our examination which included test checks, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software, refer note 44 to the standalone financial statements. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with . Additionally, the audit trail has been preserved as per the statutory requirements for record retention.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

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per Adarsh Ranka
Partner
Membership Number: 209567
UDIN: 26209567LMNLUF4510

Place of Signature: Bengaluru
Date: May 20, 2026

ANNEXURE 1 referred to paragraph on the report on "Other legal and regulatory requirements" of our report of even date

Re: Bosch Limited ('the Company')

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) (a) A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment, capital work-in-progress, investment properties and relevant details of right-of-use assets.

B) The Company has not capitalized any intangible assets in the books of the Company and accordingly, the requirement to report on clause 3(i)(a)(B) of the Order is not applicable to the Company.

(b) All property, plant and equipment have not been physically verified by the management during the year but there is a regular program of verification which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the name of the Company.

(d) The Company has not revalued its property, plant and equipment (including right of use assets) or intangible assets during the year ended March 31, 2026.

(e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The management has conducted physical verification of inventory including inventory lying with third parties at reasonable intervals during the year. In our opinion the coverage and the procedure of such verification by the management is appropriate. The Discrepancies of 10% or more in aggregate for each class of inventory were not noticed on such physical verification.

(b) The Company has not been sanctioned working capital limits in excess of Rs. Five crores in aggregate from banks or financial institutions during any point of time of the year on the basis of security of current assets. Accordingly, the requirement to report on clause 3(ii)(b) of the Order is not applicable to the Company.

(iii) (a) During the year, the Company has provided loans to Companies and other parties as follows:

	Guarantees	Security	Loans	Advances in nature of loans
Aggregate amount granted/ provided during the year:				
- Subsidiaries	-	-	35	-
- Others	-	-	13,289	-
Balance outstanding as at balance sheet date in respect of above cases:				
- Subsidiaries	-	-	35	-
- Others	-	-	9,780	-

During the year, the Company has not provided loans, advances in the nature of loans, stood guarantee and provided security to Limited Liability Partnerships.

(b) During the year, the investments made, guarantees provided, security given and the terms and conditions of the grant of all loans and advances in the nature of loans, investments and guarantees to companies and other parties are not prejudicial to the Company's interest.

(c) The Company has granted loans during the year to companies and other parties where the schedule of repayment of principal and payment of interest has been stipulated and the repayment or receipts are regular.

(d) There are no amounts of loans and advances in the nature of loans granted to companies and other parties which are overdue for more than ninety days.

(e) The Company had granted loans to companies which had fallen due during the year and the Company had renewed those existing loans during the year. The aggregate amount of such dues renewed and the percentage of the aggregate to the total loans are as follows:

Name of Parties (A)	Aggregate amount of loans or advances in the nature of loans granted during the year (B)	Aggregate dues settled by renewal or extension or by fresh loans granted to same parties (C)	Percentage of the aggregate to the total loans or advances in the nature of loans granted during the year (D=C/B)
BSH Home appliance manufacturing Private Limited	4,500	3,000	67%
Robert Bosch India Manufacturing & Technology Private Limited	35	31	90%

ANNEXURE 1 TO THE INDEPENDENT AUDITOR'S REPORT (CONTD.)

Name of Parties (A)	Aggregate amount of loans or advances in the nature of loans granted during the year (B)	Aggregate dues settled by renewal or extension or by fresh loans granted to same parties (C)	Percentage of the aggregate to the total loans or advances in the nature of loans granted during the year (D=C/B)
Bosch Mobility Platform and Solutions India Private Limited	5	5	100%
Bosch Automotive Electronics India Private Limited	8,000	7,000	88%
Bosch Rexroth (India) Private Limited	750	750	100%

(f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies and other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.

(iv) Loans, investments, guarantees and security in respect of which provisions of sections 185 and 186 of the Companies Act, 2013 are applicable have been complied with by the Company.

(v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Companies Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.

(vi) We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under section 148(1) of the Companies Act, 2013, related to the manufacture of goods and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the same.

(vii) a) The Company is generally regular in depositing with appropriate authorities undisputed statutory dues including goods and service tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess and other statutory dues applicable to it. Accordingly, to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they become payable.

b) According to the records of the Company, the dues of goods and services tax, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax and cess on account of any dispute, are as follows:

Name of the statute	Nature of the dues	Amount demanded (₹ in million)	Amount paid under protest (₹ in million)	Period to which the amount relates	Forum where the dispute is pending
Central Excise Act, 1944	Excise Duty, interest and penalty	33	2	1998-01, 2005-12, 2013-17	Customs, Excise and Service Tax Appellate Tribunal
		12	0	1992-94, 2009-11, 2012-14, 2015-17	Up to Commissioner level
Customs Act, 1962	Customs duty and interest	1	-	2009-10	Supreme Court
		1,180	124	2008-13, 2014-15, 2017-18, 2019-24	Customs, Excise and Service Tax Appellate Tribunal
		5,277	46	2004-05, 2009-10, 2011-12, 2014-15, 2019-26	Up to Commissioner level
Central Sales Tax Act, 1956 and VAT laws	Sales Tax, interest and penalty	26	9	1996-97, 2002-03, 2005-11, 2012-15, 2017-18	Sales Tax Appellate Tribunal
		110	17	1997-99, 2000-01, 2002-05, 2007-12, 2013-18	Up to Commissioner level
Goods and Services Tax Act, 2017	Goods and service tax transitional credit	2,905	108	2016-23	Up to Commissioner level
Income Tax Act, 1961	Income tax and interest	1,087	1,050	1979-80, 2011-12, 2013-16, 2019-22	Commissioner of Income Tax (Appeals)
		159	-	1983-84, 2022-23	Up to Commissioner level

ANNEXURE 1 TO THE INDEPENDENT AUDITOR'S REPORT (CONTD.)

(viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix) a) The Company did not have any outstanding loans or borrowings or interest thereon due to any lender during the year. Accordingly, the requirement to report on clause ix(a) of the Order is not applicable to the Company.

b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

c) The Company did not have any term loans outstanding during the year hence, the requirement to report on clause (ix)(c) of the Order is not applicable to the Company.

d) The Company did not raise any funds during the year hence, the requirement to report on clause (ix)(d) of the Order is not applicable to the Company.

e) On an overall examination of the standalone financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures.

f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies. Hence, the requirement to report on clause (ix)(f) of the Order is not applicable to the Company.

(x) a) The Company has not raised any money during the year by way of initial public offer / further public offer (including debt instruments) hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.

b) The Company has not made any preferential allotment or private placement of shares / fully or partially or optionally convertible debentures during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.

(xi) a) No material fraud by the Company or no material fraud on the Company has been noticed or reported during the year. However, we have been informed that certain employees of the Company had misappropriated funds amounting to ₹ 16 million as estimated by management in collusion with certain vendors during the year under audit and earlier years. Such amounts have been expensed off in the respective years. The Company is evaluating the options for recovery of the said amount from the concerned parties. Refer note 46 to the standalone financial statements.

b) During the year, no report under section (12) of section 143 of the Companies Act, 2013, has been filed by cost auditor/ secretarial auditor or by us in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014, with the Central Government.

c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of audit procedures.

(xii) The Company is not a nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii)(a), (b) and (c) of the Order is not applicable to the Company.

(xiii) Transactions with the related parties are in compliance with sections 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the standalone financial statements, as required by the applicable accounting standards.

(xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.

(b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.

(xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.

(xvi) a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company.

b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause 3(xvi)(b) of the Order is not applicable to the Company.

c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.

d) There is no Core Investment Company as part of the Group. Hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company.

(xvii) The Company has not incurred cash losses in the current financial year and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year and accordingly the requirement to report on clause 3(xviii) of the Order is not applicable to the Company.

(xix) On the basis of the financial ratios disclosed in note 41 to the standalone financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

ANNEXURE 1 TO THE INDEPENDENT AUDITOR'S REPORT (CONTD.)

(xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Companies Act (the Act), in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in note 26(a) to the standalone financial statements.

(b) All amounts that are unspent under section (5) of section 135 of Companies Act, pursuant to any ongoing project, has been transferred to special account in compliance of with provisions of sub section (6) of section 135 of the said Act. This matter has been disclosed in note 26(a) to the standalone financial statements.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

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per Adarsh Ranka
Partner
Membership Number: 209567
UDIN: 26209567LMNLUF4510

Place of Signature: Bengaluru
Date: May 20, 2026

ANNEXURE 2 to the Independent auditor's report of even date on the standalone financial statements of Bosch Limited

REPORT ON THE INTERNAL FINANCIAL CONTROLS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ('THE ACT')

We have audited the internal financial controls over financial reporting of Bosch Limited ('the Company') as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013 ("the Act").

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to these standalone financial statements included obtaining an understanding of internal financial controls with reference to these standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these standalone financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THESE STANDALONE FINANCIAL STATEMENTS

A company's internal financial control with reference to these standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to these standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of the standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the standalone financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THESE STANDALONE FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to these standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to these standalone financial statements to future periods are subject to the risk that the internal financial control with reference to these standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion, the Company has, in all material respects, an adequate internal financial controls with reference to these financial statements and such internal financial controls with reference to these financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

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per Adarsh Ranka
Partner
Membership Number: 209567
UDIN: 26209567LMNLUF4510

Place of Signature: Bengaluru
Date: May 20, 2026

STANDALONE BALANCE SHEET

AS AT MARCH 31, 2026

[₹ in Millions (Mio INR)]

		Notes	As at March 31, 2026	As at March 31, 2025
A	**ASSETS**			
1.	**Non-current assets**			
	Property, plant and equipment	4(a)	9,110	8,144
	Capital work in progress	4(b)	3,578	3,961
	Investment properties	5	5,386	6,014
	Right-of-use assets	34(a)	2,045	2,065
	Financial assets			
	(i) Investment in subsidiaries, associates and jointly controlled entity	6	373	373
	(ii) Investments other than (i) above	7(a)(i)	58,005	62,546
	(iii) Trade receivables	7(b)	485	804
	(iv) Loans	7(c)	106	130
	(v) Other financial assets	7(f)	5,683	3,288
	Income tax assets (net)	16	1,961	2,196
	Deferred tax assets (net)	8	568	1,271
	Other non-current assets	9	730	1,075
	Total non-current assets		**88,030**	**91,867**
2.	**Current assets**			
	Inventories	10	21,242	19,423
	Financial assets			
	(i) Investments	7(a)(ii)	21,808	8,700
	(ii) Trade receivables	7(b)	27,727	23,650
	(iii) Cash and cash equivalents	7(d)	3,963	3,528
	(iv) Bank balances other than (iii) above	7(e)	62	1,549
	(v) Loans	7(c)	9,643	13,806
	(vi) Other financial assets	7(f)	38,845	34,273
	Other current assets	11	5,492	4,455
	Total current assets		**128,782**	**109,384**
3.	**Assets held for sale**	**12**	**-**	**1,202**
	Total assets (1+2+3)		**216,812**	**202,453**
B	**EQUITY AND LIABILITIES**			
1.	**Equity**			
	Equity share capital	13(a)	295	295
	Other equity	13(b) & 13 (c)	148,172	137,882
	Total equity		**148,467**	**138,177**
2.	**Liabilities**			
	Non-current liabilities			
	Financial liabilities			
	(i) Lease liabilities	34(b)	1,095	980
	(ii) Other financial liabilities	14(a)	40	78
	Provisions	15	1,501	1,226
	Total non-current liabilities		**2,636**	**2,284**
	Current liabilities			
	Financial liabilities			
	(i) Lease liabilities	34(b)	93	203
	(ii) Trade payables	14(b)		
	total outstanding dues to micro enterprises and small enterprises		2,318	1,349
	total outstanding dues of creditors other than micro enterprises and small enterprises		32,027	28,204
	(iii) Other financial liabilities	14(a)	6,376	5,697
	Other current liabilities	17	6,796	5,442
	Provisions	15	18,099	15,938
	Total current liabilities		**65,709**	**56,833**
3.	**Liabilities directly associated with the assets held for sale**	**12**	**-**	**5,159**
	Total liabilities		**68,345**	**64,276**
	Total equity and liabilities (1+2+3)		**216,812**	**202,453**
Summary of material accounting policies		2		

The accompanying notes are an integral part of these standalone financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

STANDALONE STATEMENT OF PROFIT AND LOSS

FOR THE YEAR ENDED MARCH 31, 2026

[₹ in Millions (Mio INR)]

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue from contracts with customers :			
Sale of products	32	190,853	169,316
Sale of services	32	5,094	7,504
Other operating revenue	18	4,400	4,054
		200,347	**180,874**
Other income	19	8,543	8,142
Total income		**208,890**	**189,016**
Expenses :			
Cost of raw material and components consumed	20	49,002	40,588
Purchases of traded goods	21	79,870	74,360
(Increase) / decrease in inventories of finished goods, work-in-progress and traded goods	22	(876)	(313)
Employee benefits expenses	23	15,458	14,953
Finance costs	24	267	171
Depreciation and amortization expenses	25	3,920	3,756
Other expenses	26	30,389	28,189
Total expenses		**178,030**	**161,704**
Profit before exceptional items and tax		**30,860**	**27,312**
Exceptional items	40	**5,560**	**14**
Profit before tax		**36,420**	**27,326**
Tax expense/ (credit)			
Current tax	27		
(i) for the year		7,781	5,930
(ii) relating to earlier years		226	187
Deferred tax charge		710	1,076
Total tax expenses		**8,717**	**7,193**
Profit for the year		**27,703**	**20,133**
Other comprehensive income (OCI)			
Other comprehensive income not to be reclassified to standalone statement of profit and loss in subsequent periods:			
Changes in fair value of the equity instruments designated at FVTOCI	13(c)	(2,531)	2,925
Income tax effect	13(c)	(0)	(530)
Remeasurement gains on defined benefit plans	13(b)	293	41
Income tax effect	13(b)	(74)	(10)
Other comprehensive income for the year (net of tax)		**(2,312)**	**2,426**
Total comprehensive income for the year (net of tax)		**25,391**	**22,559**
Earnings per share of nominal value of Rs. 10/- each (Rs. 10/- each)- Basic	35	939.28	682.62
Earnings per share of nominal value of Rs. 10/- each (Rs. 10/- each)- Diluted	35	939.28	682.62
Summary of material accounting policies	2		

The accompanying notes are an integral part of these standalone financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

STANDALONE STATEMENT OF CASH FLOW

FOR THE YEAR ENDED MARCH 31, 2026

[₹ in Millions (Mio INR)]

		Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
A.	**Cash flow from operating activities**			
	Profit before income tax (after exceptional items)		36,420	27,326
	Adjustments to reconcile profit before tax to net cash flows:			
	Exceptional items	40	(5,560)	(14)
	Depreciation and amortization expenses	25	3,920	3,756
	Unrealized exchange (gain)(net)		(1)	(34)
	(Gain)/ loss on sale of property, plant and equipment (net)	26(c)	0	3
	Expected credit loss allowance (written back)	26(c)	(58)	(52)
	Bad debts written off	26(c)	121	36
	Provisions/ liabilities no longer required (written back)	19	(16)	(85)
	Dividend from equity investments designated at FVOCI	19	(191)	(143)
	Interest income	19	(4,486)	(3,950)
	Net (gain) on financial assets measured at FVTPL	19	(3,850)	(3,923)
	Amortization of deferred income	19	-	(25)
	Provision for warranty	15	472	313
	Finance costs	24	267	171
	Operating profit before working capital changes		27,038	23,379
	Working capital adjustments:			
	(Increase)/ decrease in inventories	10	(1,202)	(1,107)
	(Increase)/ decrease in trade receivables	7(b)	(3,135)	(3,340)
	(Increase)/ decrease in other financial assets		27	(198)
	(Increase)/ decrease in other assets		(641)	2,335
	(Increase)/ decrease in other margin money deposits	7(e)	(2)	-
	Increase / (decrease) in trade payables	14(b)	4,075	4,563
	Increase/ (decrease) in provisions and other financial liabilities	14(a) & 15	2,030	2,094
	Increase/ (decrease) in other current liabilities	17	1,317	(1,104)
	Net cash flows generated from operations		29,507	26,622
	Income taxes paid (net of refunds)	16	(7,753)	(2,888)
	Net cash flows from operating activities		**21,754**	**23,734**
B.	**Cash flow from investing activities**			
	Purchase of property, plant and equipment and investment properties		(3,165)	(3,154)
	Proceeds from disposal of property, plant and equipment		55	28
	Purchase of investments		(84,073)	(79,691)
	Proceeds from sale of investments		76,786	66,168
	Inter corporate deposit given		-	(2,800)
	Receipts from Inter corporate deposit		-	5,300
	Loan to related parties		(2,504)	(4,503)
	Repayment of loans by related parties		6,695	5,553
	Net investment in / maturity of deposit accounts (original maturity of more than 3 months)		(5,588)	(14,869)
	Dividend from equity investments designated at FVOCI		191	143
	Proceeds from sale of specified business	40	1,526	456
	Advance consideration received for sale of specified business	12	-	4,463
	Interest received		4,232	3,319
	Net cash flows used in investing activities		**(5,845)**	**(19,587)**

STANDALONE STATEMENT OF CASH FLOW (CONTD.)

[₹ in Millions (Mio INR)]

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
C. Cash flow from financing activities			
Dividends paid	Note (a) below	(15,090)	(5,017)
Payment of principal portion of lease liabilities	Note (a) below	(190)	(153)
Payment of interest portion of lease liabilities	Note (a) below	(91)	(75)
Interest paid		(130)	(46)
Net cash generated from/ (used in) financing activities		**(15,501)**	**(5,291)**
Net increase / (decrease) in cash and cash equivalents (A+B+C)		**408**	**(1,144)**
Effects of foreign exchange on cash and cash equivalents		27	40
Cash and cash equivalents at the beginning of the year		3,528	4,632
Cash and cash equivalents at the end of the year		**3,963**	**3,528**

[₹ in Millions (Mio INR)]

	Note No.	As at March 31, 2026	As at March 31, 2025
Cash and cash equivalents comprise of the following			
Balances with banks			
- on current accounts	7(d)	94	213
- on Exchange Earner's Foreign Currency ("EEFC") accounts		115	342
- deposit accounts with original maturity of less than 3 months		3,754	2,973
Cash on hand		0	0
Total		**3,963**	**3,528**
Non-cash investing activities			
Acquisition of right-of-use assets		195	943

Notes:
(a) Changes in liabilities arising from financing activities

March 31, 2026

Particulars	April 01, 2025	Non cash changes		Cash flows	March 31, 2026
		Finance cost accrued during the year	Additions (Net)		
Dividends	36	-	15,101	(15,090)	47
Lease liabilities	1,183	91	195	(281)	1,188
Total	**1,219**	**91**	**15,296**	**(15,371)**	**1,235**

March 31, 2025

Particulars	April 01, 2024	Non cash changes		Cash flows	March 31, 2025
		Finance cost accrued during the year	Additions (Net)		
Dividends	39	-	5,014	(5,017)	36
Lease liabilities	393	75	943	(228)	1,183
Total	**432**	**75**	**5,957**	**(5,245)**	**1,219**

The accompanying notes are an integral part of these standalone financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

STANDALONE STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED MARCH 31, 2026

A. Equity share capital

For the year ended March 31, 2026

[₹ in Millions (Mio INR)]

Balance as on April 01, 2025	Changes in equity share capital	Balance as on March 31, 2026
295	-	295

For the year ended March 31, 2025

[₹ in Millions (Mio INR)]

Balance as on April 01, 2024	Changes in equity share capital	Balance as on March 31, 2025
295	-	295

B. Other equity

For the year ended March 31, 2026

[₹ in Millions (Mio INR)]

	Reserves and Surplus						Other Reserves	Total equity
	Capital Reserve	Securities premium	Capital Redemption Reserve	General Reserve	Retained earnings	Total	Equity instruments through Other Comprehensive Income	
As at April 01, 2025	**39**	**8**	**86**	**293**	**124,033**	**124,459**	**13,423**	**137,882**
Profit for the year	-	-	-	-	27,703	27,703	-	27,703
Other comprehensive income for the year (net of tax)	-	-	-	-	219	219	(2,531)	(2,312)
Transfer on sale of FVOCI equity investment	-	-	-	-	31	31	(31)	-
Total comprehensive income	**-**	**-**	**-**	**-**	**27,953**	**27,953**	**(2,562)**	**25,391**
Dividend paid during the year [refer note 31(b)]	-	-	-	-	(15,101)	(15,101)	-	(15,101)
At March 31, 2026	**39**	**8**	**86**	**293**	**136,885**	**137,311**	**10,861**	**148,172**

For the year ended March 31, 2025

[₹ in Millions (Mio INR)]

	Attributable to the equity holders							
	Reserves and Surplus						Other Reserves	Total equity
	Capital Reserve	Securities premium	Capital Redemption Reserve	General Reserve	Retained earnings	Total	Equity instruments through Other Comprehensive Income	
As at April 01, 2024	**39**	**8**	**86**	**293**	**108,883**	**109,309**	**11,028**	**120,337**
Profit for the year	-	-	-	-	20,133	20,133	-	20,133
Other comprehensive income for the year (net of tax)	-	-	-	-	31	31	2,395	2,426
Total comprehensive income	**-**	**-**	**-**	**-**	**20,164**	**20,164**	**2,395**	**22,559**
Dividend paid during the year [refer note 31(b)]	-	-	-	-	(5,014)	(5,014)	-	(5,014)
At March 31, 2025	**39**	**8**	**86**	**293**	**124,033**	**124,459**	**13,423**	**137,882**

The accompanying notes are an integral part of these standalone financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

NOTES TO THE STANDALONE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2026

NOTE - 1 CORPORATE INFORMATION

Bosch Limited (the "Company") is a public Company domiciled in India and is incorporated under the provisions of the Companies Act applicable in India. The registered office of the Company is located at Adugodi, Bengaluru. The Company has its key manufacturing facilities in Nashik, Naganathapura, Jaipur, Gangaikondan, Chennai and Bidadi with presence across automotive technology, industrial technology, consumer goods and energy and building technology. It manufactures and trades in products such as diesel and gasoline fuel injection systems, automotive aftermarket products, industrial equipment, electrical power tools, security systems and industrial and consumer energy products and solutions. The Company's shares are listed on Bombay Stock Exchange (BSE) and National Stock Exchange (NSE).

The financial statements are approved for issue by the Company's Board of Directors on May 20, 2026.

NOTE - 2 MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements are prepared in accordance with Indian Accounting Standards (Ind AS) as notified under the Companies (Indian Accounting Standards) Rules, 2015 read with Section 133 of the Companies Act, 2013 (the Act) (as amended from time to time)] and presentation requirements of Division II of Schedule III to the Companies Act, 2013 as applicable and other relevant provisions of the Act as applicable.

The financial statements have been prepared on a historical cost basis, except for the following assets and liabilities which have been measured at fair value:

- Certain financial assets and liabilities that are measured at fair value (refer accounting policy regarding financial instrument) at the end of each reporting period and
- Derivative financial instruments.

The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

This financial statement has been reported in Rs. Million (Mio INR), except for information pertaining to number of shares and earnings per share information. The functional and presentation currency of the Company is Indian Rupee ("INR") which is the currency of the primary economic environment in which the Company operates.

2.2 Summary of material accounting policies

a. Current versus non-current classification:

The Company segregates assets and liabilities into current and non-current categories for presentation in the balance sheet after considering its normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realization in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

b. Fair Value measurement

The Company measures financial instruments at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2—Valuation techniques for which the lowest level input that is significant to the fair value measurement is 'directly or indirectly observable
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

c. Revenue recognition:

Revenue from contracts with customers is recognized when control of the goods or services are transferred (performance obligation) to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer. Goods and Service Tax ('GST') is not received by the Company on its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

Sale of goods:

Revenue from sale of goods is recognized at the point in time when control of the asset is transferred to the customer. The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

Sale of services:

Sale of services with respect to fixed price contracts are recognized upon transfer of control of promised services ("performance obligations") to customers in an amount that reflects the consideration the Company has received or expects to receive in exchange for these services ("transaction price"). Revenue on time-and-material and unit of work-based contracts are recognized as the related services are performed. When there is uncertainty associated with the variable consideration, revenue recognition is postponed until such uncertainty is resolved.

If the Company has a contract that is onerous, the present obligation under the contract is recognized and measured as a provision.

An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Company cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities).

Rental income:

Rental income arising from operating lease of investment properties is accounted on accrual basis based on contractual terms with the lessee and is disclosed under other operating revenue in Statement of Profit and Loss. Refer to the accounting policy on leases under note (j) below.

Export incentive entitlement

Export incentive entitlements including duty drawbacks and duty credit scrips are recognized when there is a reasonable assurance that the Company has complied with the conditions attached to them and it is reasonably certain that the ultimate realization will be made. These are recognized in the period in which the right to receive the same is established, i.e., the year during which the exports eligible for incentives are made.

Warranty obligations

The Company typically provides warranties for general repairs of defects that existed at the time of sale, as required by law. These assurance-type warranties are accounted for under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets. Refer to the accounting policy on warranty provisions under note (o) below.

d. Government grants

Government grants are recognized where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with.

Government grants relating to the purchase of property, plant and equipment are deducted while calculating the carrying amount of the asset resulting in reduced depreciation over the life of property, plant and equipment.

e. Taxes

Tax expense comprises current tax expense and deferred tax:

(i) Current Tax:

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the country (i.e., India) where the Company operates and generates taxable income.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to

set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis.

(ii) Deferred Tax:

Deferred tax is provided using the balance sheet approach on temporary differences between the tax base of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

The Company offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current and deferred tax is recognized in the Statement of Profit and Loss, except to the extent that it relates to items recognized in Other Comprehensive Income. In this case, the tax is also recognized in Other Comprehensive Income.

f. Property, plant and equipment:

Freehold land is carried at historical cost. Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. The cost comprises purchase price, directly attributable cost of bringing the asset to its working condition for the intended use. Any trade discounts and rebates are deducted in arriving at the purchase price.

Capital work in progress (CWIP) is carried at cost, net of accumulated impairment loss, if any. All the direct expenditures related to the implementation including incidental expenditure incurred during the period of implementation of a project, till it is commissioned is accounted as Capital Work in Progress and such properties are classified as appropriate categories of Property, plant and equipment when completed and ready for the intended use.

Items of stores and spares that meet the definition of property, plant and equipment are capitalized at cost and depreciated over their useful life. Otherwise, such items are classified as a part of inventories.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately. This applies mainly to components of machinery. When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in profit or loss as incurred. Depreciation is calculated on a written down value basis over the estimated useful lives of the assets as mentioned in note (h.) below.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to profit and loss during the reporting period in which they are incurred.

Advances paid towards acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under other non-current assets.

An item of property, plant and equipment and any significant part initially recognized is de-recognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognized.

g. Investment Property

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any.

The cost includes the cost of replacing parts if the recognition criteria are met. When significant parts of the investment properties are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. All other repair and maintenance costs are recognized in profit or loss as incurred.

The Company depreciates the building (component of investment property) using the written down value method over estimated useful lives as mentioned in note h below.

Though the Company measures investment properties using cost-based measurement, the fair value of investment properties are disclosed in the notes. Fair values are determined based on an annual evaluation performed by an accredited external independent valuer applying a valuation model recommended by the International Valuation Standards Committee.

Investment properties are derecognized either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment properties the Company considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any)

Transfers are made to (or from) investment properties only when there is a change in use. Transfers between investment property, owner-occupied property and inventories do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes.

h. Depreciation

Depreciation on property, plant and equipment is provided using the written down value method. As required under Schedule II to the Companies Act 2013, the Company periodically assesses the estimated useful life of its property, plant and equipment based on the technical evaluation considering anticipated technological changes and actual usage of the assets.

The estimated useful life for various property, plant and equipment is given below:

Assets	Useful lives estimated by the management (in years)	Useful lives under Schedule II of the Act (in years)
Buildings:		
Residential	59	60
Factory/ Office	29	30
Plant and machinery:		
General	6	25
Data processing equipment	3	3
Furniture and fixtures	8	10
Office equipment	5	5
Vehicles	5	8

The Company, based on technical assessment of usage patterns made by the technical experts, believes that the useful lives as mentioned above best represents the period over which management expects to use these assets.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

In respect of additions, depreciation is provided on pro-rata basis from the quarter of addition and in respect of disposals, the same is provided up to the quarter prior to disposal. Cost of application software is expensed off on purchase.

i. Inventories

Inventories are valued at lower of cost and net realizable value. Cost of inventories is determined on weighted average basis. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale. Materials held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. Obsolete/ slow moving inventories are adequately provided for.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials, traded goods and indirect materials: Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition.
- Work-in-progress: Cost includes direct materials and labor and a proportion of manufacturing overheads based on normal operating capacity.
- Finished goods: Cost includes direct materials and labor and a proportion of manufacturing overheads based on normal operating capacity.

j. Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company's lease asset classes primarily consist of leases for land and buildings. The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Company recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. The useful life of Right-of-use assets varies from 3 to 7 years.

The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective right-of-use asset if the recognition criteria for a provision are met.

The right-of-use assets are also subject to impairment. Refer to the accounting policies stated under note n below.

Lease liabilities

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of the leases. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low- value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Company as a lessor

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset is classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Leases are classified as finance leases when substantially all of the risks and rewards of ownership transfer from the Company to the lessee. Amounts due from lessees under finance leases are recorded as receivables at the Company's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease.

k. Employee benefits

(i) Defined contribution scheme

Contributions towards Superannuation Fund, Pension Fund and government administered Provident Fund are treated as defined contribution schemes. The Company has no obligation, other than the monthly contribution payable under the schemes. The Company recognizes contribution payable under the schemes as an expense,

when an employee renders the related service. If the contribution payable under the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognized as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognized as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

(ii) Defined benefit obligation

Provident Fund contributions made to Trusts administered by the Company are treated as defined benefit plan. The interest payable to the members of these Trusts shall not be lower than the statutory rate of interest declared by the Central Government under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Company. The cost of providing benefits under the defined benefit plan is determined using the projected unit credit method using actuarial valuation to be carried out at each balance sheet date.

Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognized immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods. Further, as required under Ind AS Schedule III, the Company transfers those amounts recognized in other comprehensive income to retained earnings

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognizes the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

a. Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and

b. Net interest expense.

The Company also provides for post-employment defined benefit in the form of Gratuity. The cost of defined benefit is determined using the projected unit credit method, with actuarial valuation being carried out at each balance sheet date. Actuarial gains and losses in respect of the same are charge to the Other Comprehensive Income (OCI).

(iii) Other employee benefits

All employee benefits other than post-employment benefits and termination benefits, which do not fall due wholly within twelve months after the end of the period in which the employees render the related service, including long term compensated absences, service awards, and ex-gratia. Such long-term compensated absences are provided for based on the actuarial valuation using the projected unit credit method at the year end. Actuarial gains/ losses are immediately taken to the statement of profit and loss and are not deferred.

Accumulated leave, which is expected to be utilized within the next 12 months, is treated as short-term employee benefit. The Company measures the expected cost of such absences based on the actuarial valuation using the projected unit credit method at the year end. The Company presents the entire leave liability as a current liability in the balance sheet, since it does not have an unconditional right to defer its settlement for twelve months after the reporting date.

(iv) Termination benefits

Termination benefits are payable when employment is terminated by the Company before the normal retirement date, or when an employee accepts voluntary retirement in exchange of these benefits. The Company recognizes termination benefits at the earlier of the following dates: (a) when the Company can no longer withdraw the offer of those benefits; and (b) when the entity recognizes costs for a restructuring that is within the scope of Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits. The termination benefits are measured based on the number of employees expected to accept the offer in case of voluntary retirement scheme

I. Foreign currencies

Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in Indian Rupee (INR), which is the Company's functional and presentation currency.

Foreign currency transactions and balances

(i) Initial recognition

Foreign currency transactions are recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

(ii) Conversion

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

(iii) Exchange differences

The Company accounts for exchange differences arising on translation/ settlement of foreign currency monetary items as income or as expenses in the period in which they arise.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognized in OCI or profit or loss are also recognized in OCI or profit or loss, respectively).

m. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Financial Assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (OCI) and fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them.

With the exception of trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price as disclosed under Revenue recognition policy.

In order for a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortized cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognized on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at fair value through other comprehensive income (FVTOCI) (debt instruments)
- Financial assets at fair value through OCI (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortized cost (debt instruments)

Financial assets are subsequently measured at amortized cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows

and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest ('SPPI') on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. The EIR amortization is included in finance income in the profit or loss. The losses arising from impairment are recognized in the profit or loss.

The effective interest method is a method of calculating the amortized cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts future cash receipts or payments through the expected life of the financial instrument, or where appropriate, a shorter period.

Financial assets at fair value through other comprehensive income (debt instruments)

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within a business whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. For debt instruments, at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value changes recognized in OCI is reclassified from the equity to profit or loss.

Financial assets at fair value through other comprehensive income (equity instruments)

Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under Ind AS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis. The Company elects to measure all equity investments at fair value through other comprehensive income, except for investments in subsidiary/ associate which is measured at cost.

Equity instruments which are held for trading and contingent consideration recognized by an acquirer in a business combination to which Ind AS 103 applies are classified as at FVTPL.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statement of profit and loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the balance sheet at fair value with net changes in fair value recognized in the statement of profit and loss. Financial assets are measured at fair value through profit or loss unless it is measured at amortized cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognized in statement of profit and loss.

Embedded derivatives

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognized in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

Impairment of financial assets

The Company recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an

approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

De-recognition of financial assets

The Company de-recognizes a financial asset only when the contractual rights to the cash flows from the financial asset expire, or it transfers the financial asset and the transfer qualifies for de-recognition under Ind AS 109.

If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognizes its retained interest in the assets and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognize the financial asset and recognizes a collateralized borrowing for the proceeds received.

On de-recognition of a financial asset in its entirety, the difference between the carrying amounts measured at the date of de-recognition and the consideration received is recognized in statement of profit or loss.

(ii) Financial Liabilities and equity instruments

Initial recognition and measurement

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs. The Company's financial liabilities include trade and other payables, capital creditors, unpaid dividend and employee dues.

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs

Subsequent measurement

For purposes of subsequent measurement, financial liabilities are classified in two categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortized cost

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Company that are not designated as hedging instruments as defined by Ind AS 109. Gains or losses on liabilities held for trading are recognized in the profit or loss.

Financial liabilities at amortized cost

Financial liabilities are subsequently carried at amortized cost using the effective interest ('EIR') method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

De-recognition of financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of profit and loss.

Supplier finance arrangements

The Company has established supplier finance arrangements [refer note 14(c)]. The Company evaluates whether financial liabilities covered such arrangements continue to be classified within trade payables, or they need to be classified as a borrowing or as part of other financial liabilities/ as a separate line item on the face of the balance sheet. Such evaluation requires exercise of judgment basis specific terms of the arrangement.

The Company classifies financial liabilities covered under supplier finance arrangement within trade payables in the balance sheet only if (i) the obligation represents a liability to pay for goods and services, (ii) is invoiced and formally agreed with the supplier, (iii) is part of the working capital used in its normal operating cycle, (iv) the Company is not legally released from its original obligation to the supplier, and has not assumed a new obligation toward the bank, and another party (iv) there is no substantial modification to the terms of the liability.

If one or more of the above criteria are not met, the Company derecognizes its original liability toward the supplier and recognize a new liability toward the bank which is classified as bank borrowing or other financial liability, depending on factors such as whether the Company (i) has obligation toward bank, (ii) is getting extended credit period such that obligation is no longer part of its working capital cycle, (iii) is paying interest directly or indirectly, (iv) has provided guarantee or security, and/ or (v) is recognized as borrower in the bank books.

Cash flows related to liabilities arising from supplier finance arrangements that continue to be classified in trade payables in the standalone balance sheet are included in operating activities in the standalone statement of cash flows, when the Company finally settles the liability.

In cases, where the Company has derecognized its original liability toward the supplier and recognize a new liability toward the bank, the Company has assessed that the bank is acting as its agent in making payment to the supplier. Accordingly, the Company presents operating cash outflow and financing cash inflow, when bank made payment to the supplier. The payment made by the Company to the bank toward interest, if any, as well as on settlement is presented as financing cash outflow.

(iii) Reclassification of financial assets and liabilities

The Company determines classification of financial assets and liabilities on initial recognition. After initial recognition, no reclassification is made for financial assets which are equity instruments and financial liabilities. For financial assets which are debt instruments, a reclassification is made only if there is a change in the business model for managing those assets. Changes to the business model are expected to be infrequent.

(iv) Off-setting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously

(v) Derivative financial instruments

The Company uses derivative financial instruments, such as forward currency contracts, to hedge its foreign currency risks. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value at the end of each reporting period. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit or loss.

n. Impairment of non-financial assets

The Company assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's ('CGU') net selling price and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining net selling price, recent market transactions are considered, if available. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses are recognized in the statement of profit and loss. After impairment, depreciation is provided on the revised carrying amount of the asset over its remaining useful life.

For all non-financial assets, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Company estimates the asset's or cash-generating unit's recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the statement of profit and loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

o. Provisions

A provision is recognized when the Company has a present obligation (legal or constructive) as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a interest expense.

Onerous Contracts

If the Company has a contract that is onerous, the present obligation under the contract is recognized and measured as a provision. However, before a separate provision for an onerous contract is established, the Company recognizes any impairment loss that has occurred on assets dedicated to that contract. An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Company cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities)

Warranty provisions

The Company provides warranties for general repairs of defects that existed at the time of sale, as required by law. Provisions related to these assurance-type warranties are recognized when the product is sold, or the service is provided to the customer. Initial recognition is based on historical experience. The initial estimate of warranty-related costs is revised annually

Restructuring provisions

Restructuring provisions are recognized only when the Company has a constructive obligation, which is when: (i) a detailed formal plan identifies the business or part of the business concerned, the location and number of employees affected, a detailed estimate of the associated costs, and the timeline; and (ii) the employees affected have been notified of the plan's main features

p. Investment in subsidiaries, associates and joint venture

Investment in subsidiaries, associates and joint venture is carried at cost less impairment. Refer note (n) above for impairment of non-financial assets.

q. Contingent liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company or a present obligation that is not recognized because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognized because it cannot be measured reliably. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

r. Cash and cash equivalents

Cash and cash equivalents in the Balance Sheet comprise cash at bank and on hand and short-term investments with an original maturity of three months or less which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and bank balances and short-term deposits, as defined above, net of outstanding bank overdrafts, if any, as they are considered an integral part of the Company's cash management.

s. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker ('CODM'). The executive directors are the chief operating decision maker of the Company, who assess the financial position, performance and make strategic decisions The Company identifies reportable segments based on the dominant source, nature of risks and return and the internal organization and management structure for which discrete financial information is available. Revenue and expenses have been identified to segments on the basis of their relationship to the operating activities of the segment. Inter-segment revenue have been accounted for based on the transaction price agreed to between segments which is primarily market based. Revenue and expenses, which relate to the Company as a whole and are not allocable to segments on a reasonable basis, have been included under "Unallocated corporate expenses/ income"

t. Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. Partly paid equity shares are treated as a fraction of an equity share to the extent that they are entitled to participate in dividends relative to a fully paid equity share during the reporting period. The weighted average number of equity shares outstanding during the period is adjusted for events such as bonus issue, bonus element in a rights issue, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all potential dilutive equity shares.

u. Dividend

The Company recognizes a liability to pay final dividend to equity holders when the distribution is authorized, and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorized when it is approved by the shareholders. A corresponding amount is recognized directly in equity. The Company recognizes a liability to pay interim dividends to equity holders on the date of declaration by the Company's Board of Directors

v. Non-current assets held for sale

The Company classifies non-current assets as held for sale if their carrying amounts will be recovered principally through a sale rather than through continuing use.

Non-current assets classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded met only when the assets are available for immediate sale in its present condition, subject only to terms that are usual and customary for sales of such assets, its sale is highly probable; and it will genuinely be sold, not abandoned. The Company treats sale of the asset to be highly probable when:

- The appropriate level of management is committed to a plan to sell the asset,
- An active programme to locate a buyer and complete the plan has been initiated (if applicable),
- The asset is being actively marketed for sale at a price that is reasonable in relation to its current fair value,
- The sale is expected to qualify for recognition as a completed sale within one year from the date of classification, and
- Actions required to complete the plan indicate that it is unlikely that significant changes to the plan will be made or that the plan will be withdrawn.

Assets and liabilities classified as held for sale are presented separately from other items in the balance sheet.

2.3 Changes in accounting policies and disclosures

New and amended standards

The Company applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after April 01, 2025. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

(i) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, *The Effects of Changes in Foreign Exchange Rates* to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025. When applying the amendments, an entity cannot restate comparative information.

The amendments do not have a material impact on the Company's financial statements.

(ii) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the reporting date, and the lender agrees—after the reporting period but before the financial statements are approved for issue—not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025 retrospectively in accordance with Ind AS 8.

The amendments have not had an impact on the classification of Company's liabilities.

(iii) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 *Statement of Cash Flows* and Ind AS 107 *Financial Instruments: Disclosures* to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

As a result of implementing the amendments, the Company has provided additional disclosures about its supplier finance arrangement. Please refer to Note 14(c).

(iv) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 *Income Taxes* in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after April 01, 2025, but not for any interim periods ending on or before March 31, 2026.

The above amendments had no impact on the Company's standalone financial statements for the year ended March 31, 2026.

NOTE - 3 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Other disclosures relating to Company's exposure to risks and uncertainties includes:

- Capital management Note 31
- Financial risk management objectives and policies Note 30
- Sensitivity analysis disclosures Notes 28 and 30.

Judgements

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognized in the financial statements.

Leases

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate

Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Inventory valuation:

The inventory is valued at the lower of the cost and net realizable value ("NRV"). The determination of the NRV involves estimates based on prevailing market conditions and taking into account the estimated future selling price and selling costs and involves significant estimates and judgement in the assessment. These estimates and judgement significantly affect the determination of the value of inventories.

Provision for expected credit losses ('ECL') of trade receivables:

The Company uses a provision matrix to calculate ECL for trade receivables. The provision rates are based on days past due for groupings of various customers that have similar loss patterns and involves significant estimates in the assessment. These estimates and judgement significantly affect the valuation of trade receivables.

Defined retirement benefit plans and other long-term employee benefits:

The cost of the defined benefit plans and other long-term employee benefits and the present value of the obligation thereon are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, obligation amount is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The calculation is most sensitive to changes in the discount rate. In determining the appropriate discount rate for plans operated in India, the management considers the interest rates of government bonds.

The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates and past trends. Further details about gratuity obligations are given in Note 28.

Useful life and residual value of plant, property equipment:

The useful life and residual value of plant, property equipment are determined based on evaluation made by the management of the expected usage of the asset, the physical wear and tear and technical or commercial obsolescence of the asset. Due to the estimations involved in ascertaining the useful life and residual value, the values are sensitive to the actual usage in future period.

Provision for litigations and contingencies:

The provision for litigations and contingencies is determined based on evaluation made by the management of the present obligation arising from past events the settlement of which is expected to result in outflow of resources embodying economic benefits, which involves estimating the ultimate outcome of such past events and measurement of the obligation amount. Due to the estimations involved, the provisions are sensitive to the actual outcome in future periods.

Provision for warranty:

The provision for warranty is determined based on evaluation made by the management of the past experience of the level of repairs and returns, which involves estimating the expected warranty claims on products sold. Hence, the provisions are sensitive to the actual outcome in future periods.

Estimation of current tax expense and payable

Current tax is measured at the amount expected to be paid to the tax authorities in accordance with the provisions of Income tax Act, 1961. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. The recognition of deferred tax assets is premised on their future recoverability being probable.

Leases – Estimating the incremental borrowing rate

The Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Company 'would have to pay', which requires estimation when no observable rates are available. The Company estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 4 (A): PROPERTY, PLANT AND EQUIPMENT

[₹ in Millions (Mio INR)]

Particulars	Gross Block				Accumulated Depreciation				Net Block	
	As at April 1, 2025	Additions	Deductions/ Adjustments	As at March 31, 2026	As at April 1, 2025	For the year	Deductions/ Adjustments	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Land - Freehold	180	-	-	180	-	-	-	-	180	180
	(180)	-	-	*(180)*	-	-	-	-	*(180)*	*(180)*
Buildings [refer note (a) below]	9,528	180	142	9,566	4,878	471	34	5,315	4,251	4,650
	(9,525)	*(24)*	*(21)*	*(9,528)*	*(4,325)*	*(564)*	*(11)*	*(4,878)*	*(4,650)*	*(5,200)*
Plant and machinery [refer note (a) and (i) below]	29,218	3,785	844	32,159	26,206	2,439	908	27,737	4,422	3,012
	(29,140)	*(1,117)*	*(1,039)*	(29,218)	*(25,077)*	*(2,157)*	*(1,028)*	*(26,206)*	*(3,012)*	*(4,063)*
Office equipment	471	54	119	406	382	56	117	321	85	89
	(477)	*(15)*	*(21)*	(471)	*(332)*	*(70)*	*(20)*	*(382)*	*(89)*	*(145)*
Furniture and fixtures [refer note (i) below]	391	11	147	255	324	30	147	207	48	67
	(443)	*(5)*	*(57)*	(391)	*(341)*	*(39)*	*(56)*	*(324)*	*(67)*	*(102)*
Vehicles	598	71	225	444	452	84	216	320	124	146
	(573)	*(112)*	*(87)*	(598)	*(442)*	*(90)*	*(80)*	*(452)*	*(146)*	*(131)*
Total	***40,386***	***4,101***	**1,477**	**43,010**	***32,242***	**3,080**	**1,422**	**33,900**	**9,110**	**8,144**
	(40,338)	***(1,273)***	***(1,225)***	***(40,386)***	***(30,517)***	***(2,919)***	***(1,195)***	***(32,242)***	***(8,144)***	***(9,822)***

NOTE - 4 (B): CAPITAL WORK IN PROGRESS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	3,961	2,240
Add: Additions to Capital work in progress during the year	3,533	3,087
Less: Capitalization from Capital work in progress to Property, plant & equipment and Investment property during the year	(3,916)	(1,366)
Closing balance	**3,578**	**3,961**

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2026

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	2,021	576	792	189	3,578
Projects temporarily suspended	-	-	-	-	-
Total	**2,021**	**576**	**792**	**189**	**3,578**

As at March 31, 2025

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	2,221	1,203	155	382	3,961
Projects temporarily suspended	-	-	-	-	-
Total	**2,221**	**1,203**	**155**	**382**	**3,961**

(a) Deductions/Adjustments includes Mio INR 20 (2024-25: Mio INR 7) of government grant.

(b) Capital work-in-progress mainly comprises plant and machinery and building under construction.

(c) Refer note 38 for disclosure of contractual commitment for the acquisition of property, plant and equipment.

(d) There is no immovable property which is not held in the name of the Company.

(e) There has been no revaluation of property, plant and equipment during the FY 2024-25 and FY 2025-26.

(f) There are no CWIP projects as on March 31, 2026 which are either overdue or which have exceeded their budgeted costs.

(g) Figures pertaining to the year ended March 31, 2025 are disclosed in brackets.

(h) Robert Bosch GmbH, the Ultimate Holding Company has provided Bank guarantee for Capital work-in-progress of Mio INR 437 (2024-25 Mio INR 692), for plant and machinery in transit purchased from Bosch group Company. The same has been included in capital work-in-progress.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 5 INVESTMENT PROPERTIES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Gross carrying amount		
Opening balance	8,836	8,743
Additions/(deletions) during the year	(4)	93
Closing balance	8,832	8,836
Accumulated depreciation		
Opening balance	2,822	2,171
Depreciation on deletion during the year	(1)	-
Depreciation charge during the year (refer note 25)	625	651
Closing balance	3,446	2,822
Net block	**5,386**	**6,014**

(i) Information regarding income and expenditure of Investment Properties

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Rental income derived from Investment Properties (refer note 18)	1,693	1,656
Direct operating expenses from property that generated rental income	(165)	(130)
Profit from investment properties before depreciation	1,528	1,526
Depreciation charge (refer note 25)	(625)	(651)
Profit from investment properties	903	875

(ii) There is no immovable property which is not held in the name of the Company.

(iii) Refer note 34(f) for details with regard to assets given on operating lease.

(iv) Fair value of investment properties:

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Land	15,116	13,598
Building	8,797	9,034
	23,913	22,632

The above valuations are based on valuations performed by '**Colliers International India Property Services Private Limited',** an accredited independent valuer. They specialise in valuing these types of investment properties and is a registered valuer as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017. A valuation model in accordance with that recommended by the International Valuation Standards Committee has been applied.

Description of valuation techniques used and key inputs to valuation on investment properties:

Investment properties Valuation	Technique
Land	Direct Comparison Approach for underlying land
Building	Depreciated Replacement Cost Method for built up structures

Direct Comparison Approach for underlying land:

The Direct Comparison Approach involves a comparison of the property being valued to similar properties that have actually been sold in arms length transactions or are offered for sale. This approach demonstrates what buyers have historically been willing to pay (and sellers willing to accept) for similar properties in a competitive market and is particularly useful in estimating the value of the land and properties that are typically traded on a unit basis. To ascertain the comparable transactions quotes, valuer would undertake an on ground market research exercise involving interactions with local market players such as real estate brokers, accumulators, etc. The data would be collated with respect to the general transaction activity in the subject regions. Post establishing the prevalent values in the subject micro markets, the value of the subject properties would be ascertained through an adjustment of the comparable collated.

Depreciated Replacement Cost Method for built up structures:

The Depreciated Replacement Cost Method involves assessing the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization. Depreciation refers to adjustments made to the cost of an equivalent asset to reflect any comparative obsolescence (such as physical deterioration, functional or economic obsolescence) that affects the subject asset over the remaining life of the subject asset at the valuation date with its expected total life (economic life of the property). The physical life is how long the asset, ignoring any potential for refurbishment or reconstruction, could be used before the asset would be completely worn out or beyond economic repair. The economic life is how long it is anticipated that the asset could generate returns or provide a financial benefit.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 6 INVESTMENT IN SUBSIDIARIES, ASSOCIATES AND JOINTLY CONTROLLED ENTITY

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Unquoted equity investments valued at cost (all fully paid)				
Associate:				
a) Newtech Filter India Private Limited				
Equity shares of Rs.10/- each fully paid (also a fellow subsidiary)	17,500,000	17,500,000	175	175
b) AutoZilla Solutions Private Limited				
Compulsorily convertible preference shares	12,971	12,971	132	132
Equity shares of Rs.10/- each fully paid up	100	100	1	1
Subsidiary:				
a) MICO Trading Private Limited				
Equity shares of Rs.10/- each fully paid	100,000	100,000	1	1
b) Robert Bosch India Manufacturing and Technology Private Limited				
Equity shares of Rs.10/- each fully paid	10,000	10,000	0	0
Jointly Controlled Entity:				
PreBo Automotive Private Limited				
Equity shares of Rs.10/- each fully paid	6,400,000	6,400,000	64	64
			373	373

NOTE - 7 (A): INVESTMENTS

(i) Non-current investments

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
(a) Investments designated at FVOCI:				
(i) Quoted investments - Equity Shares				
ICICI Bank Limited	2,404,105	2,404,105	2,899	3,242
Equity shares of Rs.2/- each fully paid				
HDFC Bank Limited (refer note 1 below)	12,194,128	6,097,064	8,923	11,148
Equity shares of Rs.1/- each fully paid				
(ii) Unquoted investments				
Investments in Nivaata Systems Private Limited				
Equity Shares of Rs. 10/- each (refer note 2 below)	-	1,298	-	17
Compulsory Convertible Preference Shares of Rs. 10/- each	-	9,998	-	131
Investments in Zeliot Connected Services Private Limited				
Compulsorily Convertible Preference Shares of Rs. 100/- each	2,100	2,100	37	37
Equity Share of Rs. 100/- each	2,467	2,467	3	3
Investments in AMP Solar Infrastructure Private Limited				
Equity Shares of Rs. 10/- each	128,460	128,460	1	1
Compulsory Convertible Debentures of Rs.1,000/- each	71,738	71,738	72	72
Investments in AMP Energy C&I Eight Private Limited				
Equity Shares of Rs. 10/- each	4,370,000	4,370,000	44	44

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

		Number		Amount	
		As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
(b)	**Investment in mutual funds at FVTPL:**				
(i)	**Quoted investments**				
	ICICI Prudential Mutual Fund				
	ICICI Prudential Nifty SDL Sep 2027 Index Fund - Direct Plan - Growth	19,999,000	19,999,000	258	241
	ICICI Prudential Short Term Fund - Direct Plan - Growth Option	36,412,801	36,412,801	2,493	2,333
	ICICI Prudential Fixed Maturity Plan Series 88 - 1226 days plan F - Direct Plan - Growth	-	9,999,500	-	118
	ICICI Prudential Corporate Bond Fund - Direct Plan - Growth	96,223,072	96,223,072	3,124	2,940
	DSP Mutual Fund				
	DSP Corporate Bond Fund-Growth -Direct plan	72,367,665	72,367,665	1,225	1,148
	DSP Banking & PSU Fund-Growth -Direct plan	13,223,633	13,223,633	338	323
	DSP Nifty SDL Plus G-Sec Jun 2028 30/70 Index Fund - Direct - Growth Option	24,998,750	24,998,750	326	305
	DSP FMP Series - 267 - 1246 Days - Direct - Growth	-	19,999,000	-	238
	HDFC Mutual Fund				
	HDFC FMP 1861D March 2022 - Series 46 - Direct - Growth	24,998,750	24,998,750	325	303
	HDFC Corporate Bond Fund Direct Growth	16,369,009	16,369,009	558	533
	HDFC Floating Rate Debt Fund-Direct Plan-Wholesale Option-Growth Option units of Rs.10/- each (Formerly known as HDFC Floating Rate Income Fund - Short Term Plan - Growth - Direct Plan Units of Rs.10/- each)	12,218,255	12,218,255	636	597
	HDFC Short Term Debt Fund-Direct Plan -Growth Option units of Rs.10/- each (Formerly known as HDFC Short Term Opportunities Fund - Direct Plan -Growth Option units of Rs.10/- each)	110,556,079	110,556,079	3,799	3,569
	HDFC Nifty G Sec Dec 2026 Index Fund Direct Growth	-	19,999,000	-	239
	HDFC Nifty G Sec Jun 2027 Index Fund Direct Growth	9,999,500	9,999,500	128	119
	SBI Mutual Fund				
	SBI Banking and PSU Fund Direct Growth	185,974	185,974	636	602
	SBI Short Term Debt Fund - Direct Fund - Growth	151,457,201	151,457,201	5,364	5,045
	SBI CPSE Bond Plus SDL Sep 2026 50:50 Index Fund - Direct Plan Growth	-	30,024,922	-	362
	SBI Fixed Maturity Plan (FMP) - Series 55 (1849 days) Direct - Growth Option	-	39,998,000	-	487
	SBI Fixed Maturity Plan (FMP)- Series 61 (1927 Days) - Direct - Growth Option	24,998,750	24,998,750	324	303
	SBI Corporate Bond Fund - Direct Plan - Growth	135,386,837	135,386,837	2,234	2,113
	SBI Fixed Maturity Plan (FMP) - Series 73 (1226 Days) - Direct - Growth	-	14,999,250	-	177
	UTI Mutual Fund				
	UTI Fixed Term Income Fund - Series XXXV - I (1260 days) - Direct Plan Growth	-	19,999,000	-	238
	UTI Corporate Bond Fund - Direct Plan Growth	51,240,787	51,240,787	888	839
	UTI Corporate Bond Fund Fund - Growth - Regular Plan	6,963,537	6,963,537	118	112
	UTI Short Duration Fund - Direct - Growth	112,459,462	112,459,462	3,932	3,709
	Bandhan Mutual Fund				
	Bandhan Bond Fund-Short Term Plan-Growth-(Direct Plan) (Formerly known as IDFC Bond Fund-Short Term Plan-Growth-Direct Plan)	33,012,345	33,012,345	2,097	1,973

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Bandhan Banking & PSU Debt Fund-Direct Plan-Growth (Formerly known as IDFC Banking & PSU Debt Fund-Direct Plan-Growth)	53,476,582	53,476,582	1,403	1,325
Bandhan Corporate Bond Fund Direct Growth	156,326,160	156,326,160	3,210	3,025
Bandhan CRISIL IBX GILT April 2026 Index Fund - Direct - Growth (Formerly known as IDFC CRISIL IBX GILT April 2026 Index Fund - Direct - Growth Option of Rs.10/- each)	-	24,998,750	-	299
Tata Mutual Fund				
Tata Nifty SDL Plus AAA PSU Bond Dec 60:40 Index Fund - Direct Plan - Growth	-	39,998,000	-	487
Tata Short Term Bond Fund Direct Plan - Growth	27,407,635	27,407,635	1,501	1,421
Tata Crisil - IBX gilt index - April 2026 index fund - Direct Plan - Growth	-	35,021,364	-	420
Aditya Birla Sun Life Mutual Fund (Formerly known as Birla Sun Life Mutual Fund)				
Aditya Birla Sun Life Fixed Term Plan - Series TI (1837 days) - Direct - Growth	-	59,997,000	-	751
Aditya Birla Sun Life Fixed Term Plan - Series TQ (1879 days) - Direct - Growth	19,999,000	19,999,000	259	242
Aditya Birla Sun Life CRISIL IBX GILT - April 2026 Index Fund - Direct Growth	-	14,999,250	-	180
Aditya Birla Sun Life Corporate Bond Fund - Growth - Direct Plan	30,101,457	30,101,457	3,549	3,385
Aditya Birla Sun Life Nifty SDL Plus PSU Bond Sep 2026 60:40 Index Fund Direct Growth	-	24,993,002	-	303
Aditya Birla Sun Life CRISIL IBX 60:40 SDL + AAA PSU - Apr 2027	39,998,000	39,998,000	513	479
Kotak Mutual Fund				
Kotak FMP Series 300 - Direct Plan - Growth	-	14,999,250	-	177
Kotak Nifty SDL Apr 2027 Top 12 Equal Weight Index Fund - Direct Plan - Growth	20,070,652	20,070,652	260	242
Kotak Bond (Short Term) - Direct Plan - Growth	78,914,371	78,914,371	4,698	4,423
Kotak Corporate Bond Fund - Direct Growth	448,480	448,480	1,830	1,726
Total			**58,005**	**62,546**
Aggregate amount of quoted investments (A)				
Investments carried at amortized cost			-	-
Investments carried at FVOCI			11,822	14,390
Investments carried at FVTPL			46,026	47,851
			57,848	62,241
Aggregate amount of unquoted investments (B)				
Investments carried at cost (refer note 6)			373	373
Investments carried at FVOCI			157	305
			530	678
Total amount of Non-current investments (A + B)			**58,378**	**62,919**
Aggregate amount of market value of quoted investments			57,848	62,241
Aggregate amount of impairment in the value of investments			-	-

Notes:

1) Pursuant to the bonus issue announced by HDFC Bank Limited during the year, equity shares were allotted in the ratio of (1:1) (i.e., 1 bonus equity share(s) for every 1 existing equity share(s) held), without any additional consideration. Consequently, the number of shares held increased accordingly, while the aggregate carrying value/cost of investment remained unchanged.

2) During the current year, the Company sold its entire stake in Nivaata Systems Private Limited for a consideration of Mio INR 184 and accordingly recognized a profit of Mio INR 36 in Other Comprehensive Income

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(ii) Current investments

[₹ in Millions (Mio INR)]

		Number		Amount	
		As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
	Quoted investments				
(a)	**Investments in bonds at amortized cost:**				
	Indian Railway Finance Corporation Limited				
	7.07% Tax Free secured bonds of Rs.1,000/- each	-	90,600	-	91
	National Highway Authority of India Limited				
	7.14% Tax Free secured bonds of Rs.1,000/- each	-	85,709	-	86
	National Thermal Power Corporation Limited				
	7.11% Tax Free secured bonds of Rs.1,000/- each	-	37,474	-	37
(b)	**Investments in mutual funds at FVTPL:**				
	ICICI Prudential Mutual Fund				
	ICICI Pru Liquid Fund - Direct - Growth	981,706	-	400	-
	ICICI Prudential Savings Fund - Direct Plan - Growth	5,445,037	5,450,343	3,144	2,941
	ICICI Pru Money Market Fund - Direct - Growth	1,762,880	-	708	-
	ICICI Prudential Fixed Maturity Plan Series 88 - 1226 days plan F - Direct Plan - Growth	9,999,500	-	126	-
	SBI Mutual Fund				
	SBI Magnum Ultra Short Duration Fund Direct Growth	11,233	11,233	72	67
	SBI Fixed Maturity Plan (FMP) - Series 55 (1849 days) Direct - Growth Option	39,998,000	-	522	-
	SBI Fixed Maturity Plan (FMP) - Series 73 (1226 Days) - Direct - Growth	14,999,250	-	188	-
	DSP Mutual Fund				
	DSP Low Duration Fund - Direct Plan-Growth	33,404,195	33,404,195	713	670
	DSP FMP Series - 267 - 1246 Days - Dir - Growth	19,999,000	-	254	-
	Bandhan Mutual Fund				
	Bandhan Low Duration Fund-Growth-(Direct Plan) (Formerly known as IDFC Low Duration Fund-Growth-Direct Plan)	11,677,839	11,677,839	482	452
	Bandhan Money Market Fund - Direct - Growth	11,206,105	-	512	-
	Tata Mutual Fund				
	Tata Treasury Advantage Fund Direct Plan - Growth	201,236	201,236	849	797
	Tata Nifty SDL Plus AAA PSU Bond Dec 60:40 Index Fund - Direct Plan - Growth	39,998,000	-	521	-
	UTI Mutual Fund				
	UTI Liquid Fund - Direct - Growth	177,423	-	802	-
	UTI Money Market Fund - Direct - Growth	269,035	-	1,020	-
	UTI Fixed Term Income Fund - Series XXXV - I (1260 days) - Direct Plan Growth	19,999,000	-	253	-
	HDFC Mutual Fund				
	HDFC Low Duration Fund Direct Growth	49,854,514	17,766,620	3,267	1,089
	HDFC Money Market Fund - Direct - Growth	166,275	-	1,015	-
	Aditya Birla Sun Life Mutual Fund (Formerly known as Birla Sun Life Mutual Fund)				
	Aditya Birla Sun Life Low Duration Fund Direct Growth	3,271,294	1,358,473	2,489	967
	ABSL Money Manager Fund - Direct - Growth	1,020,108	-	400	-
	Aditya Birla Sun Life Fixed Term Plan - Series TI (1837 days) - Direct - Growth	59,997,000	-	802	-

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Kotak Mutual Fund				
Kotak Low Duration Fund Direct Growth	427,700	421,372	1,632	1,503
Kotak Money Market Fund - Direct - Growth	90,736	-	431	-
Kotak FMP Series 300 (1233 days) - Direct Plan - Growth	14,999,250	-	188	-
Nippon Mutual Fund				
Nippon India Low Duration Fund - Regular - Growth	245,020	-	1,018	-
Total			**21,808**	**8,700**
Aggregate amount of quoted investments				
Investments carried at amortized cost			-	214
Investments carried at FVTPL			21,808	8,486
Total amount of Current investments			**21,808**	**8,700**
Aggregate amount of market value of quoted investments			21,808	8,709
Aggregate amount of impairment in the value of investments			-	-

NOTE - 7 (B) : TRADE RECEIVABLES

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Trade receivables [refer note (b) below]				
- Related parties [refer note (a) & (b) below]	3,331	-	2,893	-
- Others	24,716	-	21,045	-
Unbilled revenue				
- Related parties	65	-	91	-
- Others	91	485	155	804
Less: Allowance for credit losses [refer note 30 (A)(i)]	(476)	-	(534)	-
	27,727	**485**	**23,650**	**804**

Note:

(a) Includes dues from private companies where directors are interested is Mio INR 758 (March 31, 2025: Mio INR 848) [refer note 36]

(b) Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days.

Details of secured and unsecured

[₹ in Millions (Mio INR)]

Trade receivables	As at March 31, 2026	As at March 31, 2025
Secured, considered good	-	-
Unsecured, considered good	27,571	23,404
Increase in credit risk	-	-
Credit impaired	476	534
Gross receivables	28,047	23,938
Unbilled revenue	641	1,050
Allowance for expected credit losses	(476)	(534)
Total trade receivables	**28,212**	**24,454**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

Trade receivables ageing

As at March 31, 2026

[₹ in Millions (Mio INR)]

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		< 6 Months	6 Months – 1 Year	1-2 Years	2-3 Years	> 3 years	
Undisputed trade receivables - considered good	25,409	2,145	15	0	2	0	27,571
Undisputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables - credit impaired	-	80	196	78	32	40	426
Disputed trade receivables - considered good	-	-	-	-	-	-	-
Disputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables - credit impaired	-	-	0	1	6	43	50
Gross receivables	**25,409**	**2,225**	**211**	**79**	**40**	**83**	**28,047**
Unbilled revenue	641	-	-	-	-	-	641
Less: Allowance for credit losses							(476)
Net receivables							**28,212**

As at March 31, 2025

[₹ in Millions (Mio INR)]

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		< 6 Months	6 Months – 1 Year	1-2 Years	2-3 Years	> 3 years	
Undisputed trade receivables - considered good	21,067	2,255	78	4	-	-	23,404
Undisputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables - credit impaired	-	98	210	50	70	25	453
Disputed trade receivables - considered good	-	-	-	-	-	-	-
Disputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables - credit impaired	0	1	1	2	5	72	81
Gross receivables	**21,067**	**2,354**	**289**	**56**	**75**	**97**	**23,938**
Unbilled revenue	1,050	-	-	-	-	-	1,050
Less: Allowance for credit losses							(534)
Net receivables							**24,454**

[₹ in Millions (Mio INR)]

Movement of expected credit loss:	As at March 31, 2026	As at March 31, 2025
Expected credit loss allowance		
At the beginning of the year	(534)	(586)
Provision made during the year (net)	(150)	(83)
Utilized/ reversed during the year (net)	208	135
At the end of the year	**(476)**	**(534)**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 7 (C) : LOANS

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Secured, considered good (carried at amortized cost)				
Loan to related parties (refer note 36)	9,500	-	13,695	-
Unsecured, considered good (carried at amortized cost)				
Loan to related parties (refer note 36)	35	-	31	-
Loan to directors (refer note 36)	1	3	1	4
Loan to employees	107	103	79	126
	9,643	**106**	**13,806**	**130**

Disclosure required under Section 186(4) of the Companies Act, 2013

Included in loans and advances are certain intercorporate loans, the particulars of which are disclosed below as required by Sec 186(4) of the Companies Act, 2013.

[₹ in Millions (Mio INR)]

Name of the loanee	Rate of Interest	Due Date	Secured/ unsecured	March 31, 2026	March 31, 2025
Bosch Rexorth (India) Private Limited	9.10% - 9.55%	Multiple	Secured	500	1,000
BSH Household Appliances Manufacturing Private Limited	8.90% - 9.55%	Multiple	Secured	4,500	6,500
Robert Bosch India Manufacturing and Technology Private Limited	9.30% - 9.55%	Multiple	Unsecured	35	31
Bosch Automotive Electronics India Private Limited	9.10% - 9.55%	Multiple	Secured	4,500	6,190
Bosch Mobility Platform and Solutions India Private Limited	9.40% - 9.40%	NA	Secured	-	5
Total				9,535	13,726

Robert Bosch Gmbh, Federal Republic of Germany (Ultimate Holding Company) has guaranteed principal and interest amount for all the loans issued within the Bosch Group except for loans provided to wholly owned subsidiary - Robert Bosch India Manufacturing and Technology Private Limited.

There are no loans that are granted to promoters, directors, KMPs and the related parties (as defined under the Companies Act, 2013), that are repayable on demand or without specifying any terms or period of repayment.

NOTE - 7 (D) : CASH AND CASH EQUIVALENTS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Balances with banks		
- on current accounts	94	213
- on Exchange Earner's Foreign Currency ("EEFC") accounts	115	342
- deposit accounts with original maturity of less than 3 months	3,754	2,973
Cash on hand	0	0
	3,963	**3,528**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 7 (E) : OTHER BANK BALANCES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Deposit accounts with original maturities greater than 3 months but less than 12 months (Refer note below)	7	1,507
Margin money*	6	6
Unpaid dividend accounts	47	36
Other bank balances**	2	-
	62	**1,549**

Note: Refer note 7(f) for Deposits having original maturity more than 12 months and remaining maturity greater than 12 months

* Margin money includes deposit with banks which is restricted for use in foreign exchange settlements towards merchanting trade transactions

** Other bank balances of 2 MINR is held in a separate bank account designated as "Unspent CSR Account" in compliance with the requirements of Section 135 of the Companies Act, 2013 read with the Companies (CSR Policy) Rules, 2014. The balance in this account is restricted for use towards ongoing Corporate Social Responsibility (CSR) projects and is not available for general use by the Company.

NOTE - 7 (F) : OTHER FINANCIAL ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Interest accrued on financial assets at amortized cost	1,366	-	1,456	-
Others (include non-trade receivables)	99	-	5	-
Balance in deposit accounts with original maturity of more than 12 months*	37,380	5,320	32,812	2,800
Security deposits**	-	363	-	488
	38,845	**5,683**	**34,273**	**3,288**

Note: Balance shown under current reflects deposit accounts with original maturity of more than 12 months and remaining maturity less than 12 months as at reporting date.

** Includes deposits amounting to Mio INR 125 (PY: Mio INR 125) reclassed from other non-current assets

NOTE - 8 DEFERRED TAX ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Deferred tax relates to the following:		
Written down value (WDV) of depreciable property, plant & equipment and investment properties	2,479	2,439
Carrying value of right of use assets	(264)	(269)
Carrying value of lease liabilities	299	298
Carrying value of investments	(2,820)	(2,232)
Expenses allowable for tax purposes when paid and other timing differences	874	1,035
Net deferred tax assets	**568**	**1,271**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

Reconciliation of deferred tax assets

[₹ in Millions (Mio INR)]

	Carrying value of investments as per books and for the purpose of income tax*	Carrying value of right of use assets	Carrying value of lease liabilities	WDV of depreciable property, plant and equipment	Expenses allowable on payment basis and other timing differences	Total
As at April 1, 2024	(813)	(79)	99	2,431	1,239	2,877
(Charged)/ Credited						
- to Standalone Statement of Profit and Loss	(889)	(190)	199	8	(204)	(1,076)
- to Other Comprehensive Income	(530)	-	-	-	-	(530)
As at March 31, 2025	(2,232)	(269)	298	2,439	1,035	1,271
(Charged)/ Credited						
- to Standalone Statement of Profit and Loss	(593)	5	1	40	(161)	(708)
- to Other Comprehensive Income	5	-	-	-	-	5
As at March 31, 2026	(2,820)	(264)	299	2,479	874	568

*Note: The Finance (No. 2) Act, 2024 (the "Act"), which was passed and enacted on August 16, 2024, announced changes to Capital Gains provision with effect 23 July 2024. The Act amended the long-term tax rate on Capital Gains from 20% (unlisted securities with indexation)/ 10% (listed securities without indexation) to 12.5% (without indexation). Pursuant to such amendment, the Company has remeasured the carrying value of deferred tax relating to capital gains and accounted for increase in deferred tax expenses amounting to Mio INR 356 through Statement of Profit and Loss and Mio INR 187 through other comprehensive income for the year ended March 31, 2025.

NOTE - 9 OTHER NON-CURRENT ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Capital advances	198	71
Gratuity Fund (Plan assets) [refer note 28]	4	102
Balances recoverable from tax authorities	528	902
	730	**1,075**

Note: Refer Note 7(f) regarding reclassification of security deposits during the current year

NOTE - 10 INVENTORIES

(at lower of cost and net realizable value)

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Raw materials	5,410	4,634
Work-in-progress	1,247	922
Finished goods	2,973	3,310
Traded goods	10,921	10,033
Stores and spares	290	238
Loose tools	401	286
	21,242	**19,423**

(a) Inventories include the following as goods-in-transit

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Raw materials	1,934	1,488
Traded goods	4,301	3,700
Loose tools	15	15
	6,250	5,203

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(b) Amount of inventories recognized as an expense on account of write-off is Mio INR 399 [2024-25: Mio INR 558].

(c) Write-down/(reversal of write-down of earlier years) of the inventories to net realizable value amounted to Mio INR 81 [2024-25: Mio INR 65]. These were recognized as an expense/ (reversal of expense) during the year and included in note 20 and note 22 in the Standalone Statement of Profit and Loss.

NOTE - 11 OTHER CURRENT ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Balance with government authorities	645	683
Deferred expense	76	61
Contract Work-in-progress (refer note 32)	3,584	2,602
Advance to vendors	260	280
Others (includes balances from tax authorities, prepaid expenses and other advances)	927	829
	5,492	**4,455**

NOTE - 12 ASSETS HELD FOR SALE

(a) 'On January 28, 2025, the Board of Directors of the Company approved to execute the Business Transfer Agreement with Keenfinity India Private Limited ("the Purchaser") for transfer of its "Video solutions, Access and Intrusions and Communication systems" Business (Specified Business) with carrying value of net assets of Mio INR 506 as at March 31, 2025, by way of slump sale for the agreed purchase consideration of Mio INR 5,950 (with a purchase price adjustment). As at March 31, 2025, the Company had received consideration of Mio INR 4,463 for the said sale. The transfer of business is completed on May 01, 2025.

The specified business did not get qualified as a separate major line of business under IND AS 105 : Non current Assets held for sale and discontinued operations and accordingly had not considered the same as a "discontinued operation" for the purpose of the standalone financial statements during the previous year.

(b) The major classes of assets and liabilities held for sale as on the reporting date are, as follows:

[₹ in Millions (Mio INR)]

		As at March 31, 2026	As at March 31, 2025
A	**Assets held for sale**		
	Property, plant and equipment	-	4
	Inventories	-	617
	Trade receivables	-	577
	Other assets held for sale	-	4
		-	**1,202**
B	**Liabilities directly associated with the assets held for sale**		
	Trade payables	-	584
	Other financial liabilities	-	58
	Provision for employee benefits	-	54
	Advance consideration for assets held for sale	-	4,463
		-	**5,159**

(c) Refer Note 40 of these standalone financial statements regarding the transfer of business during the current year and related disclosure under "exceptional items"

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 13 EQUITY SHARE CAPITAL AND OTHER EQUITY

(Note 13(a) : Equity Share capital

Authorized equity share capital

Equity Shares of Rs. 10/- each	No of shares	Amount
As at March 31, 2024	38,051,460	381
Increase/ (decrease) during the year	-	-
As at March 31, 2025	38,051,460	381
Increase/ (decrease) during the year	-	-
As at March 31, 2026	38,051,460	381

(i) Movements in equity share capital (issued, subscribed and fully paid up) (with voting rights):

Equity Shares of Rs. 10/- each	No of shares	Amount
As at March 31, 2024	29,493,640	295
Increase/ (decrease) during the year	-	-
As at March 31, 2025	29,493,640	295
Increase/ (decrease) during the year	-	-
As at March 31, 2026	29,493,640	295

Terms/rights attached to equity shares:

The Company has only one class of equity shares having par value of Rs.10 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

As per the records of the Company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents legal ownership of shares.

(ii) Equity shares held by the holding company and subsidiary of the holding company (with voting rights):

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Robert Bosch Internationale Beteiligungen AG, the Holding Company, also a subsidiary of the Ultimate Holding Company	19,984,324	200	19,984,324	200
Bosch Global Software Technologies Private Limited (formerly known as 'Robert Bosch Engineering and Business Solutions Private Limited'), India, subsidiary of the Ultimate Holding Company	820,900	8	820,900	8

Robert Bosch GmBH is the Ultimate Holding Company.

(iii) Details of Equity shares held by shareholders holding more than 5% of the aggregate equity shares in the Company (with voting rights):

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Shareholding %	No. of shares	Shareholding %
Robert Bosch Internationale Beteiligungen AG, the Holding Company, also a subsidiary of the Ultimate Holding Company	19,984,324	67.76%	19,984,324	67.76%

(iv) There are no shares reserved for issue under options and contracts / commitments. Further, there are no shares that have been allotted during last 5 years pursuant to a contract without payment being received in cash, or by way of bonus shares.

(v) The Company did not buy back any shares during the period of five years immediately preceeding the reporting date.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

Details of shares held by promoter group

For the year ended March 31, 2026

S. No.	Promoter Name	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of Total Shares	% change during the year
1	Robert Bosch Internationale Beteiligungen AG	19,984,324	-	19,984,324	67.76%	-
2	Bosch Global Software Technologies Private Limited	820,900	-	820,900	2.78%	-

For the year ended March 31, 2025

S. No.	Promoter Name	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of Total Shares	% change during the year
1	Robert Bosch Internationale Beteiligungen AG	19,984,324	-	19,984,324	67.76%	-
2	Bosch Global Software Technologies Private Limited	820,900	-	820,900	2.78%	-

Note 13(b) : Reserves and surplus

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Capital reserve [refer note (i)]	39	39
Securities premium [refer note (ii)]	8	8
Capital redemption reserve [refer note (iii)]	86	86
General reserve [refer note (iv)]	293	293
Retained earnings [refer note (v)]	136,885	124,033
	137,311	**124,459**

(i) Capital reserve

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	39	39
Changes during the year	-	-
Closing balance	39	39

(ii) Securities premium

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	8	8
Changes during the year	-	-
Closing balance	8	8

(iii) Capital redemption reserve

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	86	86
Changes during the year	-	-
Closing balance	86	86

(iv) General reserve

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	293	293
Changes during the year	-	-
Closing balance	293	293

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(v) Retained earnings

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	124,033	108,883
Net profit for the year	27,703	20,133
Dividends (refer note no. 31(b))	(15,101)	(5,014)
Items of other comprehensive income recognized in retained earnings	31	-
- Remeasurement of gains on defined benefit plans, (net of tax)	219	31
Closing balance	136,885	124,033

Note 13(c) : Other reserves

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	13,423	11,028
Change in fair value of FVOCI equity instruments, net of tax	(2,531)	2,395
Items of other comprehensive income reclassified to retained earnings	(31)	-
Closing balance	**10,861**	**13,423**

Nature and purpose of reserves

Capital reserve: Capital reserve represents profit on sale of businesses of earlier years. The reserve is utilized in accordance with the provisions of the Companies Act, 2013.

Securities premium: Securities premium reserve is used to record the premium on issue of shares. The reserve is utilized in accordance with the provisions of the Companies Act, 2013.

Capital redemption reserve: Reduction in nominal value of share capital on account of buy-back of shares is recorded as capital redemption reserve. The reserve is utilized in accordance with the provisions of the Companies Act, 2013.

General reserve: The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in General Reserve will not be reclassified subsequently to the Standalone Statement of Profit and Loss.

Retained earnings: The cumulative gain or loss arising from the operations which is retained by the Company is recognized and accumulated under the heading of retained earnings. At the end of the year, the profit after tax is transferred from the Standalone Statement of Profit and Loss to the Retained earnings.

FVOCI - equity instruments: The Company has elected to recognize changes in the fair value of investments in equity securities in other comprehensive income. These changes are accumulated within the other equity and are non-recyclable to the Standalone Statement of Profit and Loss.

NOTE - 14 (A) : OTHER FINANCIAL LIABILITIES

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Unpaid dividend [refer note (a) below]	47	-	36	-
Capital creditors	855	-	200	-
Other payables (includes employee dues etc.)	5,474	40	5,461	78
	6,376	**40**	**5,697**	**78**

Note:

(a) There are no amounts due for payment to the Investor Education and Protection Fund under Section 125 of the Companies Act, 2013 as at the year end.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 14 (B) : TRADE PAYABLES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Trade payables		
- Dues of Micro Enterprises and Small Enterprises [refer note (a) below]	2,318	1,349
- Dues of creditors other than micro enterprises and small enterprises		
Related parties (refer note 36)	19,199	17,030
Others	12,828	11,174
	32,027	28,204
	34,345	**29,553**

Note

(1) Refer Note 17 regarding reclassification of Liability towards Corporate Social Responsibility of previous year amounting to Mio INR 29 under Other Current Liabilities

(2) Trade payables include amounts payable under the supplier finance program. Refer Note 14(c) below

(a) Disclosure under Micro, Small and Medium Enterprises Development Act, 2006.

[₹ in Millions (Mio INR)]

		As at March 31, 2025 and for the year ended March 31, 2026	As at March 31, 2024 and for the year ended March 31, 2025
(i)	Principal amount remaining unpaid to Micro and small enterprise supplier as at the end of each accounting year	2,318	1,349
(ii)	Interest due thereon remaining unpaid to Micro and small supplier as at the end of each accounting year	11	4
(iii)	The amount of interest paid by the buyer in terms of section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year (Refer note below)	(47)	(52)
(iv)	The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding the interest specified under the MSMED Act 2006.	12	10
(v)	The amount of interest accrued and remaining unpaid at the end of each accounting year	67	91
(vi)	The amount of further interest remaining due and payable even in the succeeding periods, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act 2006	-	-

Note : Includes reversal of interest of Mio INR 47 (March 31, 2025: Mio INR 52) provided in earlier years.

NOTE - 14 (C): TRADE PAYABLES - SUPPLIER CREDIT ARRANGEMENT

The Company has established a supplier finance arrangement that is offered to some of the Company's key suppliers in India. Participation in the arrangement is at the suppliers' own discretion. Suppliers that participate in the supplier finance arrangement will receive early payment on invoices sent to the Company from the Company's external finance provider. If suppliers choose to receive early payment, they pay a fee to the finance provider, to which the Company is not party. In order for the finance provider to pay the invoices, the goods must have been received or supplied and the invoices approved by the Company. Payments to suppliers ahead of the invoice due date are processed by the finance provider and, in all cases, the Company settles the original invoice by paying the finance provider in line with the original invoice maturity date described above. Payment terms with suppliers have not been renegotiated in conjunction with the arrangement. The Company provides no security to the finance provider and there is no change in the Company's original obligation towards the supplier.

Accordingly, the trade payables subject to the supplier finance arrangement are included in trade payables in the balance sheet and within trade payables in the table above

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Carrying amount of trade payables that are part of a supplier finance arrangement	3,551	2,143
Of which suppliers have received payment	3,511	2,117

There were no significant non-cash changes in the carrying amount of the trade payables included in the Company's supplier finance arrangement.

Note: Terms and conditions of the above financial liabilities:

- Trade payables are non-interest bearing and are normally settled on 60-day terms, including those trade payables that are included in the Company's supplier finance arrangement
- For terms and conditions with related parties, refer to Note 36

For explanations on the Company's credit risk management processes, refer to Note 30.

Trade payables ageing

As at March 31, 2026

[₹ in Millions (Mio INR)]

Particulars	Outstanding for following periods from due date of payment					
	Unbilled or Not due	< 1 year	1-2 years	2-3 years	> 3 years	Total
Undisputed dues of micro enterprises and small enterprises	2,193	102	6	2	15	2,318
Undisputed dues of creditors other than micro enterprises and small enterprises	30,375	1,575	-	-	77	32,027
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
Total	**32,568**	**1,677**	**6**	**2**	**92**	**34,345**

As at March 31, 2025

[₹ in Millions (Mio INR)]

Particulars	Outstanding for following periods from due date of payment					
	Unbilled or Not due	< 1 year	1-2 years	2-3 years	> 3 years	Total
Undisputed dues of micro enterprises and small enterprises	1,278	54	2	3	12	1,349
Undisputed dues of creditors other than micro enterprises and small enterprises	27,558	500	21	48	77	28,204
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
Total	**28,836**	**554**	**23**	**51**	**89**	**29,553**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 15 PROVISIONS

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Provision for employee benefits [refer note (a) below]	4,556	1,487	3,801	1,214
Trade demand and others [refer note (a) below]	12,596	14	11,037	12
Warranty [refer note (a) below]	947	-	1,100	-
	18,099	**1,501**	**15,938**	**1,226**

(a) Disclosure under Indian Accounting Standard (Ind AS) 37 on "Provisions, Contingent Liabilities and Contingent Assets" :

Description	Opening balance	Additions during the year	Less: Utilized/ reversed during the year	Closing balance
Provision for employee benefits includes:				
Provision towards restructuring and transformational costs [refer note (i), (ii), (iii) and (iv) below]	1,489	-	-	1,489
	(1,397)	(628)	(536)	(1,489)
Trade demand and others [refer note (i) and (iv) below]	11,049	4,643	3,082	12,610
	(8,938)	(4,263)	(2,152)	(11,049)
Warranty [refer note (i) and (iv) below]	1,100	472	625	947
	(1,042)	(313)	(255)	(1,100)

(i) Nature of the provision has not been given on the grounds that it can be expected to prejudice the interests of the Company. Due to the very nature of such provisions, it is not possible to estimate the timing/ uncertainties relating to their outflows.

(ii) The Company is undergoing major transformation with regard to structural and cyclical changes in automotive market and emerging opportunities in the electro mobility and mobility segment. Owing to this, the Company has carried a provision towards various restructuring and transformational costs.

(iii) Refer note 40 as regards reversal of provision towards restructuring and transformational costs.

(iv) Figures in brackets relate to previous year.

NOTE - 16 NON-CURRENT TAX LIABILITIES/(ASSETS)

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Non-current tax assets(net of provision for tax of Mio INR 20,498 (Mio INR 16,875 as at March 31, 2025))	(1,961)	(2,196)

NOTE - 17 OTHER CURRENT LIABILITIES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Statutory dues	1,252	1,272
Legal claims outstanding (Indirect taxes)	756	996
Contract liabilities (refer note 32)	4,287	2,771
Advance from customers	373	283
Interest payable on MSME supplier [refer note 14(b)]	67	91
Liability towards Corporate Social Responsibility *	61	29
	6,796	**5,442**

Note: * Previous Year number amounting to Mio INR 29 Million has been reclassed from Trade Payable

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 18 OTHER OPERATING REVENUE

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Scrap sales	218	179
Export incentives	280	322
Rental income (refer note 34)	1,693	1,656
Government grants	359	113
Miscellaneous income	1,850	1,784
	4,400	**4,054**

NOTE - 19 OTHER INCOME

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest income		
- On bank and inter corporate deposits	2,963	2,604
- On loans to related parties (refer note 36)	1,118	1,211
- On investment in bonds at amortized cost	10	15
- On refund of income tax	19	94
- On others (refer note below)	376	26
Amortization of deferred income	-	25
Dividend from equity investments designated at FVOCI	191	143
Net gain on financial assets measured at FVTPL	3,850	3,923
Provisions/ liabilities no longer required (written back)	16	85
Others	-	16
	8,543	**8,142**

Note:

1) In the current year, the income included Mio INR 203 of interest expense reversal as Bosch has opted for amnesty scheme under GST Act, 2017.

NOTE - 20 COST OF RAW MATERIAL AND COMPONENTS CONSUMED

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Inventory at the beginning of the year	4,634	4,537
Add: Purchases	49,778	40,685
Less: inventory at the end of the year	5,410	4,634
Cost of raw material and components consumed	**49,002**	**40,588**

NOTE - 21 PURCHASES OF TRADED GOODS

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Purchase of traded goods	79,870	74,360
	79,870	**74,360**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 22 (INCREASE)/ DECREASE IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND TRADED GOODS

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening stock		
Finished goods	3,310	2,798
Work-in-progress	922	998
Traded goods	10,033	10,156
Closing stock		
Finished goods	2,973	3,310
Work-in-progress	1,247	922
Traded goods	10,921	10,033
	(876)	**(313)**

NOTE - 23 EMPLOYEE BENEFITS EXPENSES

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries, wages and bonus (refer note 46)*	13,022	12,811
Contributions to provident and other funds (refer note 28 and 46)**	1,273	1,049
Staff welfare expenses	1,163	1,093
	15,458	**14,953**

Note: Includes impact of changes in Labor Codes of Mio INR 206 (PY: NIL)

* Mio INR 40 (PY: NIL) pertaining to past service cost of leave encashment

** Includes Mio INR 166 (PY: NIL) pertaining to past service cost of gratuity

NOTE - 24 FINANCE COSTS

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest expense on lease liabilities [refer note 34(c)]	91	75
Interest on taxes	82	18
Other finance costs (includes interest on security deposits received from dealers, Interest on MSME)	94	78
	267	**171**

NOTE - 25 DEPRECIATION AND AMORTIZATION EXPENSES

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment [refer note 4(a)]	3,080	2,919
Depreciation on investment properties (refer note 5)	625	651
Depreciation on right of use assets [refer note 34(a)]	215	186
	3,920	**3,756**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 26 OTHER EXPENSES

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Consumption of stores and spares	740	609
Consumption of tools	2,016	1,549
Power and fuel	1,107	1,160
Repairs to plant and machinery	1,151	962
Repairs to building	458	291
Royalty and technical service fee	4,781	3,720
Rent (refer note 34)	384	381
Rates and taxes	181	322
Insurance	118	126
Expenditure towards Corporate Social Responsibility [refer note (a) below]	415	348
Packing, freight and forwarding	3,336	3,116
Warranty and service expenses	170	292
Travelling and conveyance	953	1,014
Professional and consultancy charges	8,568	8,290
Auditors' Remuneration [refer note (b) below]	27	21
Advertisement and sales promotion expenses	856	786
Computer expenses	1,952	1,940
Miscellaneous expenses [refer note (c) below]	3,176	3,262
	30,389	**28,189**

(a) Expenditure towards Corporate Social Responsibility :

[₹ in Millions (Mio INR)]

	Details of CSR expenditure	For the year ended March 31, 2026	For the year ended March 31, 2025
1	Gross amount required to be spent by the Company during the year	415	348
2	Amount approved by the Board to be spent during the year	413-415	348-350
3	Amount spent during the year ending on other than construction/ acquisition of any asset*	356	319
4	Shortfall at the end of the year	59	29
5	Total of previous year shortfall	2	-
6	Reason for shortfall**	refer ** below	refer ** below

* Includes amount paid to related parties amounting to Mio INR 280 (24-25: Mio INR 175) (Also refer note 36)

**The unspent balance is towards various ongoing projects and amount has been transferred to unspent CSR account for utilization in FY 2026-27 as per provision of the Companies Act 2013.

In case of section 135(6) of the Companies Act, 2013 (Ongoing Project)						
Opening Balance as on April 01, 2025		Amount required to be spent during the year	Amount spent during the year		Closing Balance as on March 31, 2026	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c
29	-	415	356	27	59	2

In case of section 135(6) of the Companies Act, 2013 (Ongoing Project)						
Opening Balance as on April 01, 2024		Amount required to be spent during the year	Amount spent during the year		Closing Balance as on March 31, 2025	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c
-	-	348	319	-	29	-

Nature of CSR activities

All our CSR projects work towards holistic development of the individual and society as below:

- To facilitate an enabling environment for underprivileged children to access quality education and health care services.
- To enhance employability of the underprivileged youth through industry-relevant vocational trainings.
- To engage in socially relevant local projects at Bosch Limited locations for an impactful intervention.

To optimize impact of its CSR activities, Bosch focuses its support and CSR spends on specific pre-determined causes and areas of interventions. The following CSR thrust areas of Bosch Limited are aimed to resolve specific social and community issues and enable the beneficiaries of these programs to secure a better tomorrow:

- Vocational training focused on employable skills
- Health, hygiene and education
- Neighbourhood projects as per the local needs identified by Bosch plants/ offices.

(b) Auditors' Remuneration (excluding indirect tax):

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Statutory audit fee	13	10
Tax audit fees	1	1
Other services	13	10

(c) Miscellaneous expenses include:

[₹ in Millions (Mio INR)]

		For the year ended March 31, 2026	For the year ended March 31, 2025
(i)	Provision for expected credit loss allowance (written back)	(58)	(52)
(ii)	Bad debts written off	121	36
(iii)	Exchange difference on account of mark-to-market valuation of outstanding forward contracts	1,350	496
(iv)	Gain/(Loss) on disposal of property, plant and equipment and investment property (net)	(0)	3

NOTE - 27 INCOME TAX EXPENSE

This note provides an analysis of the Company's income tax expense, showing how the tax expense is affected by other adjustments and non-deductible items.

(a) Income tax expense

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Tax Expense		
Current tax		
Current tax on profits for the year	7,781	5,930
Adjustments for current tax of prior periods	226	187
Total current tax expenses	**8,007**	**6,117**
Deferred tax		
Increase in deferred tax assets	710	1,076
(Decrease)/ Increase in deferred tax liabilities		-
Total deferred tax expenses/(benefit)	**710**	**1,076**
Income tax expense	**8,717**	**7,193**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(b) Reconciliation of tax expenses and the accounting profit multiplied by tax rate:

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Profit before income tax expense	36,420	27,326
	36,420	27,326
Tax at the Indian tax rate of 25.168%	9,166	6,877
Effect of non-deductible expense	212	194
Effect of exempt other income/ weighted deduction	(48)	(54)
Effects of indexation benefits of investments	-	-
Effects of difference in tax rate on long term capital gains	(839)	(11)
Adjustments for current tax of prior periods	226	187
Income tax expense	**8,717**	**7,193**

NOTE - 28 EMPLOYEE RETIREMENT BENEFITS

Disclosure on Retirement Benefits as required in Indian Accounting Standard (Ind AS) 19 on "Employee Benefits" are given below:

(a) Post Employment Benefit - Defined Contribution Plans

The Company has recognized an amount of Mio INR 389 (2024-25: Mio INR 382) as expense under the defined contribution plans in the Standalone Statement of Profit and Loss.

Each year, the Board of Trustees review the level of funding in the India gratuity plan. Such a review includes the asset-liability matching strategy and investment risk management policy. The Board of Trustees ensure that the annual contributions are sufficiently made such that no plan deficits (based on valuation performed) will arise.

(b) Post Employment Benefit - Defined Benefit Plans

The Company makes annual contributions to the Bosch Employees' Gratuity Fund and makes monthly contributions to Bosch Employees (Bangalore) Provident Fund Trust and Bosch Workmen's (Nashik) Provident Fund Trust, funded defined benefit plans for qualifying employees. The Gratuity Scheme provides for lumpsum payment to vested employees at retirement/ death while in employment or on termination of employment of an amount equivalent to 15 days salary payable for each completed year of service or part thereof in excess of six months. Vesting occurs only upon completion of five years of service, except in case of death or permanent disability. Gratuity is payable to all eligible employees of the Company as per the provisions of the Payment of Gratuity Act, 1972.

The Provident Fund Scheme provides for lumpsum payment/ transfer to the member employees at retirement/ death while in employment or on termination of employment of an amount equivalent to the credit standing in his account maintained by the Trusts. The present value of the defined benefit obligation and the related current service cost are measured using the projected unit credit method with actuarial valuation being carried out at each balance sheet date.

(c) Total expense recognized in the Standalone Statement of profit and loss

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Current service cost*	500	479	233	212
Past service cost	-	-	166	-
Net interest cost				
a. Interest expense on defined benefit obligation (DBO)	*1,104*	*1,000*	*313*	*302*
b. Interest (income) on plan assets	*(1,104)*	*(1,000)*	*(328)*	*(326)*
c. Total net interest cost/ (income)	-	-	(15)	(24)
Defined benefit cost included in Standalone Statement of Profit and Loss	500	479	384	188

* Total charge recognized in Standalone Statement of Profit and Loss is Mio INR 1,273 (2024-25: Mio INR 1,049) which includes Gratuity and Provident fund contributions (refer note 23).

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(d) Remeasurement effects recognized in other comprehensive income (OCI)

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
a. Actuarial (gain)/ loss due to demographic assumption changes in DBO	-	-
b. Actuarial (gain)/ loss due to financial assumption changes in DBO	76	162
c. Actuarial (gain)/ loss due to experience adjustments on DBO	(392)	(124)
d. Return on plan assets (greater)/ less than discount rate	23	(79)
Total actuarial (gain)/ loss included in OCI	(293)	(41)

[₹ in Millions (Mio INR)]

	Provident Fund	
	March 31, 2026	March 31, 2025
a. Actuarial (gain)/ loss on liability	549	(496)
b. Actuarial (gain)/ loss on plan assets	(549)	496
Total actuarial (gain)/ loss included in OCI	-	-

(e) Total cost recognized in comprehensive income

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Cost recognized in Standalone Statement of Profit and Loss	500	479	384	188
Remeasurement effects recognized in OCI	-	-	(293)	(41)
Total cost recognized in Comprehensive Income	500	479	91	147

(f) Change in defined benefit obligation

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Defined benefit obligation as at the beginning of the year	4,834	4,460
Current Service cost	233	212
Past Service cost	166	-
Interest cost	313	302
Payments from plan assets	(229)	(172)
Acquisition / Divestiture	(38)	(6)
Actuarial (gain)/ loss due to demographic assumption changes in DBO	-	-
Actuarial (gain)/ loss due to financial assumption changes in DBO	76	162
Actuarial (gain)/ loss due to experience adjustments on DBO	(392)	(124)
Defined benefit obligation as at the end of the year	4,963	4,834

[₹ in Millions (Mio INR)]

	Provident Fund	
	March 31, 2026	March 31, 2025
Defined benefit obligation as at the beginning of the year	16,099	13,978
Current service cost	500	479
Interest cost	1,104	1,000
Payments from plan assets	(1,329)	(948)
Transfer in (refer note below)	201	147
Participant contributions	998	947
Actuarial (gain)/ loss	549	496
Defined benefit obligation as at the end of the year	18,122	16,099

Note: 'Transfer in' pertains to transfer of PF accumulated balance to Bosch limited for new employees who have joined Bosch limited during the financial year from other Bosch group companies.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(g) Change in fair value of plan assets

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Fair value of plan assets at beginning of the year	16,099	13,978	4,936	4,699
Expected return on plan assets	1,104	1,000	328	326
Employer contributions	500	479	-	-
Participant contributions	998	947	-	-
Benefit payments from plan assets	(1,329)	(948)	(229)	(172)
Acquisition/ divestiture	-	-	(45)	5
Transfer in/ transfer out	201	147	-	-
Actuarial gain/ (loss) on plan assets	549	496	(23)	78
Fair value of plan assets as at end of the year	18,122	16,099	4,967	4,936

(h) Net defined benefit liability/ (asset)

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Defined benefit obligation	18,122	16,099	4,963	4,834
Fair value of plan assets	18,122	16,099	4,967	4,936
(Surplus)/ deficit recognized in Standalone Balance Sheet	-	-	(4)	(102)

(i) Expected company contributions for the next year

[₹ in Millions (Mio INR)]

	Provident Fund	Gratuity
	March 31, 2026	March 31, 2025
Expected company contributions for the next year	550	238

(j) Reconciliation of amounts in Standalone balance sheet

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Net defined benefit liability/(asset) at beginning of the year	(102)	(239)
Defined benefit cost included in Standalone Statement of Profit and Loss	385	188
Total remeasurements included in OCI	(293)	(41)
Acquisition/ divestment	6	(11)
Employer contributions	-	-
Net defined benefit liability/(asset) as at end of the year	(4)	(102)

(k) Current/non current liability/(asset)

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Current liability/(asset)	-	-
Non current liability/(asset)	(4)	(102)
Total	(4)	(102)

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(l) Assumptions

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Discount factor [refer note (i) below]	7.20%	6.70%	7.20%	6.70%
Weighted average rate of escalation in salary per annum [refer note (ii) below]	NA	NA	M&SS : 15%Bargainable : 5% for next 9 years, 4% thereafter (BidP & NaP - with increase of 15% once in 5 years commencing from 1 Dec 2021, JaP - with increase of 15% once in 5 years commencing from 1 June 2021, NhP2 - with increase of 15% once in 5 years commencing from 1 August 2023 andGanP - with increase of 15% once in 5 years commencing from 1 April 2023)	M&SS : 13% for next year (2026), 10% thereafter Bargainable : 8.5% for 1 year (2026) , 7% for next 8 years & 5% thereafter (BidP & NaP - with increase of 15% once in 5 years commencing from 1 Dec 2021,JaP - with increase of 15% once in 5 years commencing from 1 June 2021, NhP2 - with increase of 15% once in 5 years commencing from 1 Jan 2023 and Other Plants - with increase of 15% once in 4 years commencing from 1 Jan 2017 and 5 years from 1 Jan 2021)
Mortality rate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate

Notes:

(i) The discount rate is based on the prevailing market yield on Government Bonds as at the balance sheet date for the estimated term of obligations.

(ii) The estimate of future salary increases considered in actuarial valuation takes into account inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

(m) Risk exposures

A large portion of assets consists of government and corporate bonds and rest of assets consists of mutual funds and special deposit account in banks. Through its defined plans, the company is exposed to a number of risks, the most significant of which are detailed below:

a. Discount rate risk : The defined benefit obligation calculated uses a discount rate based on government bonds. If bond yield falls, the defined benefit obligation will tend to increase. Most of the plan asset investments is in fixed income government securities with high grades and public sector corporate bonds. A small portion of the funds are invested in equity securities.

b. Salary inflation risk : Higher than expected increases in salary will increase the defined benefit obligation.

c. Demographic risk : This is the risk of variability of results due to unsystematic nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria. It is important not to overstate withdrawals because in the financial analysis the retirement benefit of a shorter career employee typically costs less per year as compared to a long service employee.

d. Changes in bond yields: The overall expected rate of return on assets is determined based on the market prices prevailing on that day, applicable to the period over which the obligation is to be settled. The change in expected rate of return on asset and discount rate is due to change in market scenarios. Although this will be partially offset by an increase in the value of the plans bond holdings.

(n) Sensitivity analysis on defined benefit obligation

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Discount rate		
a. Discount rate - 50 basis points	5,157	5,037
b. Discount rate + 50 basis points	4,780	4,643
Weighted average increase in salary		
a. Rate - 50 basis points	4,869	4,710
b. Rate + 50 basis points	5,078	4,952

The sensitivity analysis above has been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analysis is based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analysis may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(o) Plan assets

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
	% Invested	% Invested	% Invested	% Invested
Government Securities (Central and State)	47	49	51	52
Corporate Bonds (including Public Sector bonds)	40	40	40	41
Others	13	11	9	7
Total	100	100	100	100

(p) Expected future cashflows

The weighted average duration of the defined benefit obligation is 8.90 years (2024-25: 13.63 years). The expected maturity analysis is as follows:

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Within 1 year	2,549	958	302	316
Between 1-2 years	1,157	1,067	396	313
Between 2-5 years	4,717	4,206	1,464	1,252
From 6 to 10 years	10,349	9,340	2,917	2,636
Total	18,772	15,571	5,079	4,518

NOTE - 29 FAIR VALUE MEASUREMENTS

(i) Financial instruments by category and hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognized and measured at fair value and (b) measured at amortized cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Company has classified its financial instruments into the three levels prescribed under the accounting standard.

An explanation of each level follows underneath the table.

[₹ in Millions (Mio INR)]

	Level	March 31, 2026			March 31, 2025		
		FVPL	FVOCI	Amortized cost	FVPL	FVOCI	Amortized cost
Financial assets							
Investments							
- Equity instruments (Quoted)	1	-	11,822	-	-	14,390	-
- Equity instruments (Unquoted)	3	-	-	373	-	-	373
- Equity instruments (Unquoted)**	2	-	48	-	-	65	-
- Bonds	3	-	-	-	-	-	214
- Compulsory Convertible Debentures	2	-	72	-	-	72	-
- Compulsory Convertible Preference Shares	2	-	37	-	-	168	-
- Mutual funds	1	67,834	-	-	56,337	-	-
Interest accrued on financial assets at amortized cost	3	-	-	1,366	-	-	1,456
Trade receivables	3	-	-	28,212	-	-	24,454
Loans	3	-	-	9,749	-	-	13,936
Cash and cash equivalents		-	-	3,963	-	-	3,528
Other bank balances		-	-	62	-	-	1,549
Balance in deposit accounts with original maturity of more than 12 months		-	-	42,700	-	-	35,612
Derivative contracts - Foreign exchange forward contracts	2	51	-	-	-	-	-
Others (include non-trade receivables, security deposits etc.)	3	-	-	411	-	-	493
Total financial assets		**67,885**	**11,979**	**86,836**	**56,337**	**14,695**	**81,615**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Level	March 31, 2026			March 31, 2025		
		FVPL	FVOCI	Amortized cost	FVPL	FVOCI	Amortized cost
Financial liabilities							
Financial lease liabilities	3	-	-	1,188	-	-	1,183
Trade payables	3	-	-	34,345	-	-	29,553
Unpaid dividend	3	-	-	47	-	-	36
Other payables (includes employee dues, etc.)	3	-	-	5,514	-	-	5,517
Capital creditors	3	-	-	855	-	-	200
Derivative contracts - Foreign exchange forward contracts	2	-	-	-	22	-	-
Total financial liabilities		**-**	**-**	**41,949**	**22**	**-**	**36,489**

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments, tax free bonds and mutual funds that have quoted price. The fair value of all equity instruments which are traded in the stock exchanges is valued using the closing price as at the reporting period. The mutual funds are valued using the closing NAV.

Level 2: The fair value of financial instruments that are not traded in an active market (for market, traded bonds, over-the-counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

** Equity instruments designated at fair value through OCI include investments in equity shares of non-listed companies. The Company holds non-controlling interests (between 2% to 9%) in these companies. These investments were irrevocably designated at fair value through OCI as the Company considers these investments to be strategic in nature.

Note: There have been no transfers between Level 1 and Level 2 during the year ended March 31, 2026 and during the year ended March 31, 2025.

(ii) Valuation technique used to determine fair value

Specific valuation techniques used to value financial instruments include:

- the fair value of forward foreign exchange contracts is determined using forward exchange rates at the balance sheet date
- the fair value of remaining financial instruments is determined using the discounted cash flow analysis

(iii) Valuation process

The finance and accounts department of the Company performs the valuation of financial assets and liabilities required for financial reporting purposes, and report to the Executive Director (ED). Discussions on valuation processes and results are held between the ED and valuation team at least once every three months, in line with the Company's quarterly reporting periods.

The main level 3 inputs are derived and evaluated as follows:

a) Discount rate for loans to employees are determined using prevailing bank lending rate.

b) The fair values of financial assets and liabilities are determined using the discounted cash flow analysis.

(iv) Fair value of financial assets and liabilities measured at amortized cost

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
Trade receivables [refer note 7(b)]	485	485	804	804
Loans [refer note 7(c)]	106	106	130	130
Unquoted Equity Instruments	373	373	373	373
Balance in deposit accounts with original maturity of more than 12 months [refer note 7(f)]	5,320	5,320	2,800	2,800
Security Deposits [refer note 7(f)]	363	363	488	488
Total financial assets	**6,647**	**6,647**	**4,595**	**4,595**
Financial liabilities				
Lease liabilities [refer note 34(b)]	1,095	1,095	980	980
Other financial liabilities [refer note 14(a)]	40	40	78	78
Total financial liabilities	**1,135**	**1,135**	**1,058**	**1,058**

With respect to trade receivables, other receivables, inter-corporate deposit, current portion of loans, cash and cash equivalents, other bank balance, interest accrued, trade payables, capital creditors, employee payables, the carrying amount is considered to be the same as their fair value due to their short-term nature.

NOTE - 30 FINANCIAL RISK MANAGEMENT

The Company's activities expose it to market risk, liquidity risk and credit risk. In order to minimize any adverse effects on the financial performance of the Company, derivative financial instruments, such as foreign exchange forward contracts and foreign currency option contracts are entered into by the Company to hedge certain foreign currency exposure. Derivatives are used exclusively for hedging and not as trading or speculative instruments.

(A) Credit Risk

Credit risk arises from cash and cash equivalents, instruments carried at amortized cost and deposits with banks, as well as credit exposures to customers including outstanding receivables.

(i) Credit risk management

Credit risk on cash and cash equivalents is limited as the Company generally invests in deposits with banks which have high credit ratings assigned by external agencies. Investments primarily include investment in debt based mutual funds whose portfolios have instruments with high credit rating and government bonds. The Board of Directors periodically review the investment portfolio of the Company. Credit risk on loans given to fellow subsidiaries is guaranteed by the Ultimate Holding Company. Credit risk with respect to trade receivable is managed by the Company through setting up credit limits for customers and also periodically reviewing the credit worthiness of major customers.

Expected credit loss for trade receivables under simplified approach

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Less than 6 months	More than 6 months	Less than 6 months	More than 6 months
Gross carrying amount	27,634	413	23,421	517
Expected credit losses (Loss allowance provision)	(80)	(396)	(99)	(435)
Unbilled revenue	156	485	246	804
Carrying amount of trade receivables (net of impairment)	27,710	502	23,568	886

The gross carrying amount of trade receivables as on March 31, 2026 is Mio INR 28,047 (March 31, 2025 - Mio INR 23,938). During the year, the Company has written off trade receivables amounting to Mio INR 121 (March 31, 2025: Mio INR 36) and it does not expect to receive future cash flows or recoveries from trade receivables previously written off.

(ii) Reconciliation of loss allowance provision - Trade Receivables

[₹ in Millions (Mio INR)]

Loss allowance as at April 1, 2024	586
Changes in loss allowance	(52)
Loss allowance as at March 31, 2025	534
Changes in loss allowance	(58)
Loss allowance as at March 31, 2026	476

(B) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of internal financing by way of daily cash flow projection to meet obligations when due and to close out market positions. Due to the dynamic nature of the underlying businesses, company treasury maintains flexibility in funding by maintaining availability of funds.

Management monitors daily and monthly rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. This is generally carried in accordance with standard guidelines. The company has liquidity reserves in the form of highly liquid assets like cash and cash equivalents, debt based mutual funds, deposit accounts, etc.

(i) Financing arrangements: The Company does not have borrowings as at March 31, 2026 and March 31, 2025. The Company has undrawn borrowing facilities of Mio INR 580 as at March 31, 2026 (March 31, 2025: Mio INR 580) Cr

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Floating rate		
Fund Based		
- Expiring within one year (bank overdraft and other cash facilities)	580	580
- Expiring beyond one year (bank loans)	-	-
	580	580

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(ii) Maturity of Financial liabilities:

The table below summarizes the company's financial liabilities into relevant maturity groupings based on their contractual maturities for:

a) all non-derivative financial liabilities

b) net and gross settled derivative financial instruments for which the contractual maturities are essential for an understanding of the timing of the cash flows

[₹ in Millions (Mio INR)]

	March 31, 2026		March 31, 2025	
	Less than 1 year	More than 1 year	Less than 1 year	More than 1 year
Trade payables [refer note 14(b)]	34,345	-	29,553	-
Lease liabilities [refer note 34(d)]	166	1,691	269	1,608
Other financial liabilities [refer note 14(a)]	6,376	40	5,697	78
Total non-derivative liabilities	40,887	1,731	35,519	1,686
Foreign exchange forward contracts	1,980	-	4,138	-
Total derivative liabilities	1,980	-	4,138	-

(C) Market risk

(i) Foreign currency risk

The Company is exposed to foreign exchange risk arising from foreign currency transactions, primarily with respect to USD and EUR. Foreign exchange risk arizes from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the company's functional currency (INR). The risk is measured through a forecast of highly probable foreign currency cash flows. The objective of the hedges is to minimize the volatility of the INR cash flows of highly probable forecast transaction.

The Company imports and exports goods and services which are predominantly denominated in USD and EUR. This exposes the Company to foreign currency risk. To minimize this risk, the Company hedges using forward contracts and foreign currency option contracts on a net exposure basis.

(a) Foreign currency risk exposure: The company's exposure to foreign currency risk at the end of the reporting period expressed in Mio INR and in Foreign currency are as follows:

[₹ in Millions (Mio INR)]

	in Mio INR			
	March 31, 2026		March 31, 2025	
	USD	EUR	USD	EUR
Trade receivables	1,346	1,556	1,069	1,318
Exposure to foreign currency risk - assets	1,346	1,556	1,069	1,318
Other financial liabilities	0	578	0	10
Trade payables	5,017	11,228	3,521	8,474
Exposure to foreign currency risk - liabilities	5,017	11,806	3,521	8,484
Net exposure to foreign currency risk	**3,671**	**10,250**	**2,452**	**7,166**

[₹ in Millions (Mio INR)]

	in Foreign currency (in millions)			
	March 31, 2026		March 31, 2025	
	USD	EUR	USD	EUR
Trade receivables	14	14	12	14
Exposure to foreign currency risk - assets	14	14	12	14
Other financial liabilities	0	5	0	0
Trade payables	53	103	41	92
Exposure to foreign currency risk - liabilities	53	108	41	92
Net exposure to foreign currency risk	**39**	**94**	**29**	**78**

(b) Sensitivity: The sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments:

[₹ in Millions (Mio INR)]

	in Mio INR	
	Impact on profit & consequential impact on pre-tax equity	
	March 31, 2026	March 31, 2025
USD Sensitivity		
INR/USD - Increase by 1%*	(37)	(25)
INR/USD - Decrease by 1%*	37	25
EUR Sensitivity		
INR/EUR - Increase by 1%*	(102)	(72)
INR/EUR - Decrease by 1%*	102	72

* Holding all other variables constant

Derivative instruments:

In order to minimize any adverse affects on the financial performance of the Company, derivative instruments in the nature of foreign exchange forward contracts are entered to hedge certain foreign currency risk exposures. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments. The financial instruments outstanding is as below.

Category	As at March 31, 2026	As at March 31, 2025	Buy/Sell	Purpose
Foreign exchange forward contracts:				
- USD	8	38	Buy	Underlying import
- EUR	11	9	Buy	Underlying import

The Company enters into derivative contracts to hedge its foreign currency risk exposures and the Company does not expect any significant impact from such foreign currency risk exposures.

(ii) Cash flow and fair value interest rate risk

(a) Interest rate risk exposure: The company does not have interest bearing borrowings and interest rate risk is towards opportunity cost on investment in tax free bonds. Company analyzes it based on the sensitivity analysis and manages it by portfolio diversification.

(b) Sensitivity: Profit or loss is sensitive to changes in interest rate for tax free bonds. A change in the market interest level by 100 basis points would have the following effect on the profit before tax:

[₹ in Millions (Mio INR)]

	Impact on profit	
	March 31, 2026	March 31, 2025
Interest rates - Increase by 100 basis points*	-	(16)
Interest rates - Decrease by 100 basis points*	-	16

* Holding all other variables constant

(iii) Price risk

(a) Exposure: The Company has invested in equity securities and the exposure is equity securities price risk from investments held by the Company and classified in the balance sheet as fair value through OCI.

(b) Sensitivity: The table below summarizes the impact of increase/decrease of the index in the company's equity and impact on OCI for the period. The analysis is based on the assumption that the equity index had increased/ decreased by 10% with all other variables held constant, and that all the company's equity instruments moved in line with the index.

[₹ in Millions (Mio INR)]

	Impact on other components of equity	
	March 31, 2026	March 31, 2025
Price - increase by 10%	1,182	1,439
Price - decrease by 10%	(1,182)	(1,439)

Other components of equity would increase/decrease as a result of gains/ (losses) on equity securities classified as fair value though Other Comprehensive Income.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 31 CAPITAL MANAGEMENT

(a) Risk management

The Company has equity capital and other reserves attributable to the equity shareholders, as the only source of capital and the company does not have any interest bearing borrowings/ debts.

(b) Dividends

[₹ in Millions (Mio INR)]

		March 31, 2026	March 31, 2025
(i)	Dividends recognized		
	Final dividend for the year ended March 31, 2025 of INR 512/- (March 31, 2024 - INR 170/-) per fully paid share	15,101	5,014
		15,101	**5,014**
(ii)	Dividends not recognized at the end of the reporting period		
	In addition to the above dividends, since the year ended, the Directors have recommended the payment of a final dividend of INR 270/- per fully paid equity share (March 31, 2025 - INR 512/-). This proposed dividend is subject to the approval of shareholders in the ensuing annual general meeting.	7,963	15,101
		7,963	**15,101**

NOTE - 32 REVENUE FROM CONTRACTS WITH CUSTOMERS

The Company derives revenues primarily from sale of goods and sale of services.

The Company recognizes revenue under the core principle to depict the transfer of control to the Company's customers in an amount reflecting the consideration the Company expects to be entitled.

Product revenues consist of sales to original equipment manufacturers (OEMs). The Company considers customer purchase orders, which in some cases are governed by master sales agreements, to be the contracts with a customer. In situations where sales are to a distributor, the Company has concluded that its contract is with the distributor as the Company holds contract bearing enforceable rights and obligations only with the distributor. As part of its consideration of the contract, the Company evaluates certain factors including the customer's ability to pay (or credit risk). For each contract, the Company considers the promise to transfer products, each of which is distinct, to be the identified performance obligations.

Revenue from sales to distributors is recognized upon the transfer of control to the distributor. Discounts and sales incentives that are payable to distributors are netted-off with revenue.

In determining the transaction price, the Company evaluates whether the price is subject to refund or adjustment to determine the net consideration to which the Company expects to be entitled. Revenue is recognized when control of the product is transferred to the customer (i.e., when the Company's performance obligation is satisfied). Further, in determining whether control has transferred, the Company considers if there is a present right to payment and legal title, along with risks and rewards of ownership been transferred to the customer.

(a) Cost to obtain a contract with a customer is recognized as an asset and amortized over the period of fulfillment of contract.

Description	Opening balance	Deferred cost	Cost transferred to the Standalone Statement of profit and loss account	Closing balance
Contract Work-in-progress (Refer note 11)				
	2,602	2,868	(1,886)	3,584
	(4,086)	(602)	(2,086)	(2,602)

Description	Opening balance	Deferred cost	Revenue transferred to the Consolidated Statement of profit and loss account	Closing balance
Contract liabilities (Refer note 17)				
	2,771	3,530	(2,014)	4,287
	(3,940)	(805)	(1,974)	(2,771)

(i) Figures in brackets relate to previous year.

Revenue at disaggregated level	March 31, 2026			March 31, 2025		
	Automotive	Consumer Goods	Others	Automotive	Consumer Goods	Others
Sale of Products	170,618	18,356	1,879	145,963	17,249	6,104
Sale of Services	5,082	1	11	7,492	1	11
Other operating revenue	2,374	3	2,023	2,034	1	2,019

(b) Set out below is the disaggregation of the Company's revenue from contracts with customers by timing of transfer of goods or services:

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Timing of revenue recognition:		
- control transferred at a point in time		
Sale of Products	190,853	169,316
Sale of Services	3,416	6,501
- control transferred over a period of time		
Sale of Services	1,678	1,003
	195,947	176,820

(c) Reconciling the amount of revenue recognized in the statement of profit and loss account with the contracted price

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue as per contracted price	5,097	7,681
Less: Significant financing component	(3)	(177)
Revenue from contracts with Customers	5,094	7,504

NOTE - 33 SEGMENT INFORMATION

(a) Description of segments and principal activities

The Company has its presence across automotive technology, industrial technology, consumer goods and energy and building technology. The Company has bifurcated its operations into "Automotive Products", "Consumer Goods" and "Others" segment. The Company's operations in the automotive business consists of diesel systems, gasoline systems and automotive aftermarket products and services and are aggregated into one reportable segment as 'Automotive Products' in accordance with the aggregation criteria. Aggregation is done due to the similarities of the products and services provided to the customers, similar production processes and similarities in the regulatory environment. The Company's "Consumer Goods" segment predominantly consists of trading activities in power tools and consumables. The Company also operates in other businesses consisting of industrial technology, building technology products and services which do not meet the threshold criteria for reporting as separate segments. Therefore, the reportable segment consists of "Automotive Products", "Consumer Goods" and "Others". The Company's Management team is the Chief Operating Decision Maker (CODM) and it monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements.

Revenue by geographical areas is stated on the basis of origin and there are no non-current assets located outside India.

The accounting principles and policies adopted in the preparation of the standalone financial statements are also consistently applied to record income/ expenditure and assets/ liabilities in individual segments.

The inter-segment revenue have been accounted for based on the transaction price agreed to between segments which is primarily market based.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(b) Details of operating segment

[₹ in Millions (Mio INR)]

	Automotive Products		Consumer Goods		Others		Total	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Revenue								
Sale of product	170,618	145,963	18,356	17,249	1,879	6,104	190,853	169,316
Sale of services	5,082	7,492	1	1	11	11	5,094	7,504
Other operating revenue	2,374	2,034	3	1	2,395	2,371	4,772	4,406
Total Revenue	178,074	155,489	18,360	17,251	4,285	8,486	200,720	181,226
Inter-Segment turnover	-	-	-	-	(372)	(352)	(372)	(352)
External turnover	**178,074**	**155,489**	**18,360**	**17,251**	**3,913**	**8,134**	**200,347**	**180,874**
Cost of materials*	113,435	97,333	13,492	12,842	1,069	4,460	127,996	114,635
Employee benefits expenses	11,820	11,004	972	900	303	582	13,095	12,486
Depreciation and amortization expenses	2,563	1,821	85	153	632	659	3,280	2,632
Other expenses (net of other income)	24,686	22,864	2,595	2,226	770	1,140	28,051	26,230
Total Expense	**152,504**	**133,022**	**17,144**	**16,121**	**2,774**	**6,840**	**172,422**	**155,983**
Result								
Segment result	**25,570**	**22,467**	**1,216**	**1,130**	**1,139**	**1,294**	**27,925**	**24,891**

**Note: Cost of materials includes Cost of raw material and components consumed, Purchases of traded goods and (Increase) / decrease in inventories of finished goods, work-in-progress and traded goods*

[₹ in Millions (Mio INR)]

Revenue from external customers	March 31, 2026	March 31, 2025
India	184,057	165,475
Other countries	16,290	15,399
Total	**200,347**	**180,874**

(c) Reconciliation of profit

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Segment results	**27,925**	**24,891**
Less: Unallocable depreciation and amortization expense	(640)	(1,124)
Less: Unallocable corporate expenditure	(4,683)	(4,393)
Add: Unallocable income	8,525	8,109
Less: Finance costs (refer note 24)	(267)	(171)
Add: Exceptional items (refer note 40)	5,560	14
Profit before tax	**36,420**	**27,326**

(d) Details of segment assets and liabilities

[₹ in Millions (Mio INR)]

Segment assets	March 31, 2026	March 31, 2025
Automotive Products	59,533	53,811
Consumer Goods	6,488	5,895
Others	6,355	6,620
Total segment assets	**72,376**	**66,326**
Segment liabilities		
Automotive Products	59,703	50,680
Consumer Goods	4,231	3,793
Others	868	655
Total segment liabilities	**64,802**	**55,128**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(e) Reconciliation of assets

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Segment assets	**72,376**	**66,326**
Property, plant and equipment and ROU assets	1,766	1,776
Capital work-in progress	1,121	734
Investments in subsidiary, associate and jointly controlled entity	373	373
Investments other than above	79,813	71,246
Other non-current assets	15	365
Deferred tax assets	568	1,271
Cash and cash equivalents	3,963	3,528
Bank balance other than cash and cash equivalents	62	1,549
Loans	9,590	13,734
Other financial assets	44,253	37,265
Other current assets	951	888
Assets classified as held for sale (refer note 12)	-	1,202
Income tax assets	1,961	2,196
Total assets	**216,812**	**202,453**

(f) Reconciliation of liabilities

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Segment liabilities	**64,802**	**55,128**
Trade payables	1,162	1,177
Provisions	459	605
Unpaid dividend	47	36
Other current liabilities	833	1,058
Liabilities directly associated with assets classified as held for sale (refer note 12)	-	5,159
Other financial liabilities	1,042	1,114
Total liabilities	**68,345**	**64,276**

(g) Geographical location of Non-current assets**

[₹ in Millions (Mio INR)]

		March 31, 2026	March 31, 2025
(i)	Located in Company's country of domicile - India		
	Property, plant and equipment	9,110	8,144
	Capital work in progress	3,578	3,961
	Investment properties	5,386	6,014
	Right-of-use assets	2,045	2,065
	Capital advances	198	71
	Gratuity Fund (Plan assets)	4	102
		20,321	**20,357**
(ii)	Located in foreign countries	-	-
		-	**-**

**Non-current assets above excludes Investment in subsidiaries, associates and jointly controlled entity, Financial assets, Deferred tax assets, Income tax assets and Balances with Government authorities

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(h) Other Information

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026				For the year ended March 31, 2025			
	Automotive Products	Consumer Goods	Others	Unallocated	Automotive Products	Consumer Goods	Others	Unallocated
Capital Expenditure (excluding capital advance, capital creditors and ROU)	2,145	109	-	496	2,374	45	-	735
Depreciation and amortization expense	2,478	85	632	510	1,751	152	659	1,008

NOTE - 34 LEASES

The Company has entered into various lease contracts for building premises used in its operations, which have lease term ranging from 2 years to 4 years. There are several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

(a) Following are the changes in the carrying value of right of use assets:

	Right of Use Assets (Land)	Right of Use Assets (Buildings)	Total
As at March 31, 2024	**996**	**312**	**1,308**
Additions	-	943	943
Deletions	-	-	-
Depreciation expense	(1)	(185)	(186)
As at March 31, 2025	**995**	**1,070**	**2,065**
Additions	-	195	195
Deletions	-	-	-
Depreciation expense	(1)	(214)	(215)
As at March 31, 2026	**994**	**1,051**	**2,045**

The aggregate depreciation is included under depreciation and impairment expense in the Standalone Statement of Profit and Loss.

(b) The following is the break-up of current and non-current lease liabilities:

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Lease Liabilities	93	1,095	203	980

(c) The following is the movement in the lease liabilities for the year ended March 31, 2026 and March 31, 2025:

[₹ in Millions (Mio INR)]

	Lease Liabilities
As at April 1, 2024	**393**
Additions	943
Deletions	-
Accretion of interest	75
Lease rentals paid	(228)
As at March 31, 2025	**1,183**
Additions	195
Deletions	-
Accretion of interest	91
Lease rentals paid	(281)
As at March 31, 2026	**1,188**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(d) The table provides details regarding contractual liabilities of lease liabilities as at March 31, 2026 and March 31, 2025 on an undiscounted basis:

[₹ in Millions (Mio INR)]

Undiscounted future cash outflows	As at March 31, 2026	As at March 31, 2025
- Not later than 1 year	166	269
- Later than 1 year and not later than 5 years	504	441
- Later than 5 years	1,187	1,168

The Company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when they fall due.

(e) Rental expense recorded for short-term leases and for leases without fixed contractual commitment was Mio INR 384 for the year ended March 31, 2026 (2024-25: Mio INR 381).

(f) Operating Lease Income :

The Company has leased out certain office spaces that are renewable on a periodic basis. All leases are cancellable with 3 months notice. Rental income received during the year in respect of operating lease is Mio INR 1,693 (2024-25: Mio INR 1,656). Details of assets given on operating lease as at respective year end are as below.

[₹ in Millions (Mio INR)]

	Gross Block		Accumulated Depreciation		Written down value		Depreciation for the year	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Land	38	38	-	-	38	38	-	-
Buildings	8,793	8,798	3,446	2,822	5,347	5,976	625	651
Total	8,831	8,836	3,446	2,822	5,385	6,014	625	651

(g) The table provides details regarding future lease recievables as at March 31, 2026 and March 31, 2025 on an undiscounted basis:

[₹ in Millions (Mio INR)]

Undiscounted future cash inflows	March 31, 2026	March 31, 2025
- Upto 5 years	929	2,501
- Later than 5 years	46	168

NOTE - 35 EARNINGS PER SHARE

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Company by the weighted average number of Equity shares outstanding during the year.

Diluted EPS are amounts calculated by dividing the profit attributable to equity shareholders by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares outstanding during the year that would be issued on conversion of all the dilutive potential equity shares into Equity shares.

The company does not have any dilutive potential equity shares.

(a) Basic and diluted earning per share

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit attributable to Equity Shareholders	27,703	20,133
Weighted average number of Equity Shares outstanding during the year	29,493,640	29,493,640
Nominal value of Equity Shares (Rs.)	10	10
Basic earnings per Share (Rs.)	939.28	682.62
Diluted earnings per Share (Rs.)	939.28	682.62

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 36 RELATED PARTY DISCLOSURES

A. Names of related parties and description of relationship:

a) Parties where control exists:

i.	Ultimate Holding Company	Robert Bosch GmbH, Federal Republic of Germany
ii	Intermediate Holding Company	Robert Bosch Internationale Beteiligungen AG
iii.	Subsidiary Company	MICO Trading Private Limited
		Robert Bosch India Manufacturing and Technology Private Limited
iv.	Associate	Newtech Filter India Private Limited (also a fellow subsidiary)
		AutoZilla Solutions Private Limited
v.	Jointly controlled entity	PreBo Automotive Private Limited

Name of investee	Relationship with the Company	Principal place of business	Holding percentage	
			As on March 31, 2026	As on March 31, 2025
MICO Trading Private Limited	Subsidiary	India	100%	100%
Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary	India	100%	100%
Newtech Filter India Private Limited	Associate	India	25%	25%
AutoZilla Solutions Private Limited	Associate	India	26%	26%
PreBo Automotive Private Limited	Jointly controlled entity	India	40%	40%

b) Parties under common control with whom transactions have taken place during the year or the previous year:

		Related Party Name
i.	Fellow Subsidiaries:	Bosch Global Software Technologies Private Limited
		Bosch Chassis Systems India Private Ltd.
		Bosch Automotive Electronics India Private Ltd.
		Automobility Services and Solutions Private Limited
		Bosch Mobility Platform and Solutions India Private Limited
		Bosch Rexroth (India) Private Limited
		MIVIN Engineering Technologies Private Ltd.
		BSH Household Appliances Manufacturing Private Limited
		Precision Seals Manufacturing Ltd.
		ETAS Automotive India Private Ltd.
		Robert Bosch Automotive Steering Private Limited
		Robert Bosch Manufacturing Solutions GmbH
		Robert Bosch Power Tools GmbH
		Bosch Technology Licensing Administration GmbH
		Robert Bosch LLC
		Bosch Corporation
		Robert Bosch Korea Limited Company
		Bosch Powertrain s.r.o.
		Robert Bosch (Bangladesh) Ltd.
		Bosch Automotive Service Solutions LLC
		Tecnologie Diesel S.p.A. Società Unipersonale
		ROBERT BOSCH ESPAÑA FÁBRICA MADRID S.A.U.
		Robert Bosch AG
		Bosch Sanayi ve Ticaret A.S.
		ROBERT BOSCH S.R.L.
		Robert Bosch, S. de R.L. de C.V.
		Robert Bosch Ltda.
		KB Wiper Systems Co., Ltd
		Bosch Rexroth Ltda.
		Bosch Automotive Products (Changsha) Co., Ltd.
		Bosch Automotive Systems (Wuxi) Co., Ltd.
		Bosch Diesel s.r.o.
		Bosch Automotive Service Solutions Inc.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

	Related Party Name
	Bosch (Ningbo) E-Scooter Motor Co Ltd
	Robert Bosch Automotive Technologies (Thailand) Co., Ltd.
	Koller + Schwemmer GmbH
	Robert Bosch Lanka (Pvt.) Ltd.
	Bosch Automotive Service Solutions GmbH
	Robert Bosch Fahrzeugelektrik Eisenach GmbH
	Bosch Automotive Products (Suzhou) Co., Ltd.
	Robert Bosch (Pty.) Ltd.
	Bosch Automotive Service Solutions Ltd.
	Bosch Engineering GmbH
	Moehwald GmbH
	Bosch Sicherheitssysteme GmbH
	Robert Bosch (France) S.A.S.
	Bosch Security Systems B.V.
	Freud S.p.A.
	ARESI S.p.A.
	sia Abrasives Industries AG
	Robert Bosch, spol. s.r.o.
	Bosch Power Tools (China) Co., Ltd.
	United Automotive Electronic Systems Co., Ltd.
	ROBERT BOSCH POWER TOOLS SDN. BHD.
	Bosch Automotive Service Solutions (Suzhou) Co., Ltd.
	Centro Studi Componenti per Veicoli S.p.A.
	Robert Bosch Kft.
	Robert Bosch (South East Asia) Pte. Ltd.
	Bosch Car Multimedia Portugal, S.A.
	Bosch Powertrain Systems Co., Ltd.
	Bosch Security Systems LLC
	Bosch Service Solutions GmbH
	ROBERT BOSCH ESPAÑA FÁBRICA ARANJUEZ S.A.U.
	Bosch Power Tools (Chengdu) Co., Ltd.
	Bosch Vietnam Co., Ltd.
	Bosch Automotive Service Solutions Pty. Ltd.
	ROBERT BOSCH (MALAYSIA) SDN. BHD.
	Bosch.IO GmbH
	Bosch Global Software Technologies Co. Ltd.
	Robert Bosch d.o.o. Beograd
	Bosch Global Software Technologies Ltd
	Robert Bosch Automotive Steering GmbH
	Bosch Automotive Service Solutions S.r.l.
	Robert Bosch Semiconductor Manufacturing Penang Sdn. Bhd.
	Bosch Automotive S.R.L.
	BSH Hausgeräte GmbH
	Robert Bosch Elektronika Gyártó Kft.
	Robert Bosch Elektronik GmbH
	Bosch Transmission Technology B.V.
	Robert Bosch Middle East FZE
	Bosch (China) Investment Ltd.
	Bosch (Zhuhai) Security Systems Co., Ltd.
	Bosch Power Tools Engineering Sdn. Bhd.
	Robert Bosch AB
	Robert Bosch Limited
	ETAS GmbH
	Bosch Rexroth Otomasyon Sanayi ve Ticaret A.S.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

		Related Party Name
		Scintilla AG
		Robert Bosch Automotive Steering Kft.
		BSH Home Appliances Co., Ltd.
		Bosch Global Business Services S.R.L.
		BSH Hišni Aparati d.o.o. Nazarje
		BSH Ev Aletleri Sanayi ve Ticaret A.S.
		Robert Bosch Ltd.
		Bosch Global Software Technologies GmbH
		SIA Abrasives Polska Sp. z o.o.
		Robert Bosch México Sistemas Automotrices, S.A. de C.V.
		Bosch Hydrogen Powertrain Systems (Chongqing) Co., Ltd.
		Bosch Automotive Products (Chengdu) Co., Ltd.
		Bosch Rexroth Ltd.
		Robert Bosch odbytova s.r.o.
		Robert Bosch México, S.A. de C.V.
		Bosch Management Support GmbH
		Robert Bosch Taiwan Co., Ltd.
		Robert Bosch Energy and Body Systems Kft.
		Bosch Car Multimedia Portugal SA
		Robert Bosch Co. Ltd.
		Bosch Engineering K.K.
		AB Bosch
		Bosch Global Software Technologies Ltd.
		Bosch Rexroth Aktiengesellschaft
		OOO BSH Bytowije Pribory
		Bosch Home Comfort India Litd
		Bosch Termotecnologia S.A.
		Keenfinity India Private Limited(Up to June 30, 2025)
c)	Whole time directors (Key Management Personnel):	Mr. Guruprasad Mudlapur, Managing Director
		Mr. Sandeep Nelamangala, Joint Managing Director
d)	Independent directors:	Ms. Hema Ravichandar
		Dr. Pawan Kumar Goenka
		Ms. Padmini Bhalchandra Khare
		Dr. Sakalespur Visweswaraiya Ranganath(up to June 30,2024)
		Mr. Gopichand Katragadda
e)	Non Executive directors:	Mr. Stefan Grosch
		Mr. Soumitra Bhattacharya, Chairman
f)	Chief Financial Officer (Key Management Personnel):	Ms. Karin Gabriele Gilges, Chief Financial Officer
g)	Company Secretary & Compliance Officer (Key Management Personnel):	Mr. V. Srinivasan
h)	Other related entities:	Bosch India Foundation
		Bosch Superannuation Fund Trust, India
		Bosch Employees (Bangalore) Provident Fund Trust, India
		Bosch Workmen's (Nashik) provident Fund Trust India
		Mico Bangalore Workmen's Pension Fund Trust India
		Bosch Nashik Workmens Pension Fund
		Sun Mobility Private Limited
		Myelin Foundry Pvt Ltd
		Shiva and Shiva Orthopaedic Hospital Private Limited
		Indian Foundation for Quality management
		Tata Indian Institute of Skills
		Feedback Advisory Services Private Limited

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

B. Particulars of transactions with related parties during the year (party-wise disclosure for fellow subsidiaries is given where the transactions value is more than 10% of total transactions)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
1	**Net sale of products**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	11,227	10,868
	Newtech Filter India Private Limited	Associate and fellow subsidiary	12	-
	PreBo Automotive Private Limited	Jointly controlled entity	-	0
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	315	990
	Others	Fellow Subsidiaries	3,282	2,129
	Total		**14,836**	**13,987**
2	**Sale of services**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	1,038	1,039
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	75	35
	Others	Fellow Subsidiaries & Other related entities	414	324
	Total		**1,527**	**1,398**
3	**Other Operating Revenue**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	832	752
	Bosch Chassis Systems India Private Ltd.	Fellow Subsidiary	230	121
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	236	212
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	104	218
	Others	Fellow Subsidiaries & Other related entities	224	313
	Total		**1,626**	**1,616**
4	**Reimbursement of Expenses**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	313	692
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	36	45
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	372	-
	Bosch Chassis Systems India Private Ltd.	Fellow Subsidiary	101	117
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	303	231
	Others	Fellow Subsidiaries & Other related entities	26	24
	Total		**1,151**	**1,109**
5	**Rental Income**			
	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary Company	0	0
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	191	190
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	1,376	1,353
	Others	Fellow Subsidiaries	68	56
	Total		**1,635**	**1,599**
6	**Interest earned**			
	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary Company	3	3

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	569	633
	BSH Household Appliances Manufacturing Private Limited	Fellow Subsidiary	461	466
	Bosch Rexroth (India) Pvt Ltd.	Fellow Subsidiary	85	107
	Others	Fellow Subsidiaries	-	2
	Total		**1,118**	**1,211**
7	**Purchases of Property, plant and equipment**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	614	154
	Robert Bosch LLC	Fellow Subsidiary	-	270
	Robert Bosch Manufacturing Solutions GmbH	Fellow Subsidiary	304	11
	Others	Fellow Subsidiaries	132	71
	Total		**1,050**	**506**
8	**Purchases of Goods**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	42,524	36,361
	Newtech Filter India Private Limited	Associate and fellow subsidiary	1,285	1,172
	PreBo Automotive Private Limited, India	Jointly controlled entity	316	376
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	14,040	12,853
	Robert Bosch Power Tools GmbH	Fellow Subsidiary	9,657	9,009
	Others	Fellow Subsidiaries	10,036	10,725
	Total		**77,858**	**70,496**
9	**Royalty & technical service fee**			
	Bosch Technology Licensing Administration GmbH	Fellow Subsidiary	4,748	3,705
	Others	Fellow Subsidiaries	36	15
	Total		**4,784**	**3,720**
10	**Professional and other charges**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	5,606	4,002
	Newtech Filter India Private Limited	Associate and fellow subsidiary	0	0
	PreBo Automotive Private Limited	Jointly controlled entity	3	-
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	201	280
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	4,028	3,613
	Others	Fellow Subsidiaries & Other related entities	1,132	937
	Total		**10,970**	**8,832**
11	**Dividend paid**			
	Robert Bosch Internationale Beteiligungen AG	Intermediate Holding Company	10,232	3,397
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	420	140
	Total		**10,652**	**3,537**
12	**Loans given to related parties**			
	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary Company	4	3

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	1,000	2,000
	BSH Household Appliances Manufacturing Pvt Ltd	Fellow Subsidiary	1,500	2,500
	Total		**2,504**	**4,503**
13	**Loans repaid by related parties**			
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	2,690	3,710
	BSH Household Appliances Manufacturing Pvt Ltd	Fellow Subsidiary	3,500	1,500
	Bosch Rexroth (India) Pvt Ltd.	Fellow Subsidiary	500	300
	Others	Fellow Subsidiaries	5	43
	Total		**6,695**	**5,553**
14	**Loans to related parties renewed**			
	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary Company	31	28
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	7,000	7,900
	BSH Household Appliances Manufacturing Pvt Ltd	Fellow Subsidiary	3,000	4,500
	Bosch Rexroth (India) Pvt Ltd.	Fellow Subsidiary	750	1,000
	Others	Fellow Subsidiaries	5	45
			10,786	**13,473**
15	**Sale of Specified Business (refer note 40)**			
	ETAS Automotive India Private Ltd.	Fellow Subsidiary	-	456
	Keenfinity India Private Limited*	Fellow Subsidiary(Up to June 30, 2025)	5,989	-
	Total		**5,989**	**456**
	*Sale of Keenfinity India Private limited includes INR 1,526 million received in Current FY and INR 4,463 received as advance consideration received in previous FY			
16	**Advance consideration received for sale of specified business (refer note 12)**			
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	-	4,463
	Total		-	**4,463**
17	**Transfer of assets pursuant to sale of specified business**			
	ETAS Automotive India Private Ltd.	Fellow Subsidiary	-	72
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	1,251	0
	Total		**1,251**	**72**
18	**Transfer of liabilities pursuant to sale of specified business**			
	ETAS Automotive India Private Ltd.	Fellow Subsidiary	-	101
	Keenfinity India Private Limited*	Fellow Subsidiary(Up to June 30, 2025)	823	
	Total		**823**	**101**
19	**Guarantees given by related parties**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	16,100	15,500
	Total		**16,100**	**15,500**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

C. Particulars of transactions with KMP's

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
1	**Key Managerial Personnel Remuneration:**			
	Short-term employee benefits		178	176
	Post-employment benefits		8	7
			186	**183**
	Mr. Guruprasad Mudlapur	Whole time directors	49	48
	Mr. Sandeep Nelamangala	Whole time directors	47	44
	Ms. Karin Gabriele Gilges	Chief Financial Officer	82	82
	Mr. V. Srinivasan	Company Secretary & Compliance Officer	8	9
			186	**183**

(*) Provisions for contribution to gratuity, leave encashment and other defined benefit are determined by actuary on an overall Company basis at the end of each year and, accordingly, have not been considered in the above information. The amount is disclosed only at the time of payment. Refer note 28 for information on transactions with post employment benefit plans. Further, perquisites paid to Directors are included as per Income tax valuation.

2	**Sitting fees/ commissions to non-executive directors**			
	Directors' sitting fees		7	6
	Commission to Directors'		22	28
	Total		**29**	**34**

D. Transactions with other entities

[₹ in Millions (Mio INR)]

Name of the related party	Nature	For the Year ended March 31, 2026	For the Year ended March 31, 2025
Bosch India foundation	Donation	280	175
Bosch Superannuation Fund Trust	Contributions to Employee benefit fund	178	171
Bosch Employees (Bangalore) PF Trust	Contributions to Employee benefit fund	430	389
Bosch Employees (Nashik) PF Trust	Contributions to Employee benefit fund	73	70
Nashik Workmen's Pension Fund	Contributions to Employee benefit fund	3	3
Bangalore Workmen's Pension Fund	Contributions to Employee benefit fund	17	18
Total		**981**	**826**

E. Balances as on March 31, 2026 (party-wise disclosure for fellow subsidiaries is given where the balance is more than 10% of related outstanding)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	As at March 31, 2026	As at March 31, 2025
1	**Trade receivables :**			
	Robert Bosch GmbH	Ultimate Holding Company well as material related party	2,000	1,640
	Newtech Filter India Private Limited	Associate and fellow subsidiary	17	1
	PreBo Automotive Private Limited	Jointly controlled entity	1	6
	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary Company	-	0
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	377	526
	Bosch Automotive Electronics India Private Ltd	Fellow Subsidiary and a material related party	152	142
	Others	Fellow Subsidiaries	849	669
	Total		**3,396**	**2,984**

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	As at March 31, 2026	As at March 31, 2025
2	**Trade payables**			
	Robert Bosch GmbH	Ultimate Holding Company well as material related party	11,316	10,119
	Newtech Filter India Private Limited	Associate and fellow subsidiary	140	130
	PreBo Automotive Private Limited	Jointly controlled entity	67	45
	Robert Bosch Power Tools GmbH	Fellow Subsidiary	1,555	1,852
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	1,955	1,595
	Others	Fellow Subsidiaries	4,373	3,289
	Total*		**19,406**	**17,030**
*Note: Current year trade payable includes 207 Mio INR which pertains to MSME payables				
3	**Other financial liabilities**			
	Robert Bosch GmbH, Germany	Ultimate Holding Company and a material related party	518	-
	Robert Bosch LLC	Fellow Subsidiary	5	-
	Others	Fellow Subsidiaries	2	-
	Total		**525**	**-**
4	**Loan to related parties**			
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	4,500	6,190
	BSH Household Appliances Manufacturing Private Limited	Fellow Subsidiary	4,500	6,500
	Robert Bosch India Manufacturing and Technology Private Limited	Subsidiary Company	35	31
	Others	Fellow Subsidiaries	500	1,005
	Total		**9,535**	**13,726**
5	**Loan amount outstanding at the year end from directors**		4	5
	Total		**4**	**5**
6	**Other Financial Assets**			
	Bosch India Foundation	Other related entity	40	-
	Total		**40**	**-**

Notes:

1. Refer note 4(b)(h) and note 7 (c) as regards guarantees provided by Robert Bosch GmbH with respect to plant & machinery in transit and loans given to fellow subsidiaries respectively.
2. The Company has undertaken to provide necessary financial support to its wholly owned subsidiaries 'Robert Bosch India Manufacturing & Technology Private Limited' and 'MICO Trading Private Limited' to enable them to operate and meet all their current and future obligations at least for the next 12 months.
3. Proposed dividends on equity shares are subject to approval at the annual general meeting and are not recognized as a liability as at the year end.

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Proposed dividends on Equity Shares:		
Proposed dividends for the year ended on 31 March 2026: INR 270 per share (31 March 2025: INR 512 per share)	7,963	15,101
Total	**7,963**	**15,101**

4. '0' represents amounts which is rounded off to nearest Million.
5. Refer note 40(1) for details on the sale of specified business.

Terms and conditions of transactions with related parties

The transactions entered into with related parties by the Company are in the ordinary course of business and on those terms and conditions which are on arms length basis.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 37 CONTINGENT LIABILITIES

Claims against the Company not acknowledged as debts:

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Income Tax Act, 1961	453	445
Goods and Service Tax Act, 2017	3,984	3,679
The Customs Act, 1962	3,458	-

NOTE - 38 CAPITAL COMMITMENTS

Estimated amount of contracts remaining to be executed on capital accounts and not provided for (net of advances):

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Property, plant and equipment	2,459	1,044

NOTE - 39 OFFSETTING FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The Company provides incentives to selected customers under the terms of the agreements. The amounts payable by the Company are offset against receivables from the customers and only the net amounts are settled. The amounts offset as at March 31, 2026 is Mio INR 1,463 (March 31, 2025: Mio INR 860) which is disclosed under note 7(b).

NOTE - 40 EXCEPTIONAL ITEMS

1) On January 28, 2025, the Board of Directors of the Company approved to execute the Business Transfer Agreement with Keenfinity India Private Limited ("the Purchaser") for transfer of its "Video solutions, Access and Intrusions and Communication systems" Business (Specified Business) for a consideration of Mio INR 5,950 (excluding purchase price adjustment). The transfer of business was completed on May 01, 2025 and accordingly, the Company has recognized a total gain on sale of the said Specified Business in the financial statements amounting to Mio INR 5,560 and the same has been disclosed as "exceptional item" in these standalone financial statements.

   The specified business did not qualify as a separate major line of business under IND AS 105 : Non current Assets held for sale and discontinued operations and accordingly was not considered as a "discontinued operation" for the purpose of these standalone financial statements.

2) Pursuant to the approval of the Board of Directors of the Company on May 24, 2024, the Company entered into a Business Transfer Agreement dated June 05, 2024 with ETAS Automotive India Private Limited ("the Purchaser") for transfer of its "OE/OES Diagnosis" Business (Specified Business) for a consideration of Mio INR 456. The transfer of business was completed on July 01, 2024 and accordingly, the Company has recognized a total gain on sale of the said Specified Business in the financial statements amounting to Mio INR 485 and the same has been disclosed as "exceptional item" in these standalone financial statements.

   The Specified Business did not qualify as a separate major line of Business under "IND AS 105 - Non Current Assets held for Sale and Discontinued Operations" and accordingly was not considered as a "discontinued operation" for the purpose of these standalone financial statements.

3) The Company is in the process of restructuring its operations in order to be competitive in the mobility business. Towards this, an amount of Mio INR 471 has been provided in the standalone financial statements for the respective period and has been disclosed as an "exceptional item".

NOTE - 41 RATIO ANALYSIS AND ITS ELEMENTS

Ratio	Numerator	Denominator	March 31, 2026	March 31, 2025	% change	Reason for variance (if more than 25%)
Current ratio	Current assets	Current liabilities	1.96	1.76	11.1%	NA
Debt-Equity ratio	Total debt [1]	Shareholder's equity	0.01	0.01	(8.1%)	NA
Debt Service Coverage ratio	Earnings for debt service [2]	Debt service [3]	112.95	105.31	7.3%	NA
Return on Equity ratio	Net Profits after taxes – preference dividend	Average shareholder's equity	19.37%	15.58%	24.4%	NA
Inventory Turnover ratio	Cost of goods sold	Average inventory	6.49	6.13	5.8%	NA
Trade Receivable Turnover Ratio	Net credit sales [4]	Average trade receivables	7.61	7.82	(2.7%)	NA
Trade Payable Turnover Ratio	Net credit purchases [5]	Average trade payables	4.98	5.18	(3.8%)	NA
Net Capital Turnover Ratio	Net sales [6]	Working capital [7]	3.18	3.82	(16.8%)	NA
Net Profit ratio	Net profit	Net sales [6]	13.83%	11.13%	24.2%	NA
Return on Capital Employed	Earnings before interest and taxes[8]	Capital Employed [9]	24.00%	19.67%	22.0%	NA
Return on Investment - Mutual funds [10]	Gain/ (loss) in market value of investment (net)	Market value at the beginning of the year + weighted average of cash inflows/ outflows during the year	6.29%	8.44%	(25.5%)	Decrease is mainly due to yield hardening amid initial US–India trade uncertainty, subsequent Middle East geopolitical tensions and domestic fiscal pressures.
Return on Investment - Fixed deposits [10]	Gain/ (loss) in market value of investment (net)	Market value at the beginning of the year + weighted average of cash inflows/ outflows during the year	7.60%	8.05%	(5.6%)	NA
Return on Investment - Tax free bonds [10]	Gain/ (loss) in market value of investment (net)	Market value at the beginning of the year + weighted average of cash inflows/ outflows during the year	7.11%	7.20%	(1.2%)	NA
Return on Investment - Inter corporate loans [10]	Gain/ (loss) in market value of investment (net)	Market value at the beginning of the year + weighted average of cash inflows/ outflows during the year	9.40%	9.39%	0.1%	NA
Return on Investment - Equity shares [10]	Gain/ (loss) in market value of investment (net)	Market value at the beginning of the year + weighted average of cash inflows/ outflows during the year	(17.90%)	26.57%	167.37%	Return on Investment (Equity shares) ratio has decreased on account of decrease in market price of the equity shares held by the Company.

[1] Debt includes current and non current portion of lease liabilities

[2] Earnings for debt service includes net profit after taxes and non-cash operating expenses like depreciation, profit/ loss on sale of property, plant and equipment, etc.

[3] Debt service includes interest & lease payments

[4] Net credit sales means gross credit sales after deducting sales return

[5] Net credit purchases means gross credit purchases after deducting purchase return. Gross credit purchases includes other expenses

[6] Net sales means total sales after deducting sales return

[7] Working capital is calculated by deducting current liabilities from current assets

[8] Earnings before interest and taxes includes exceptional items

[9] Capital employed includes tangible net worth, total debt and deferred tax liability

[10] The Company has used XIRR formula to calculate return on its investments

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 42 OTHER STATUTORY INFORMATION

(i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(ii) The Company does not have any transactions with companies struck off.

(iii) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iv) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.

(v) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

  (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

  (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

(vi) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

  (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

  (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(vii) The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961)

(viii) The Company has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction in number of Layers) Rules, 2017.

(ix) The Company has complied with the relevant provisions of the Foreign Exchange Management Act, 1999 (42 of 1999) and the Companies Act, 2013 for the above transactions and the transactions are not violative of the Prevention of Money-Laundering Act, 2002 (15 of 2003)

(x) The Company has not been declared as wilful defaulter by any bank or financial institution or other lender.

NOTE - 43 SUBSEQUENT EVENTS

The Company evaluated all events or transactions that occurred after March 31, 2026 up through May 20, 2026, the date the standalone financial statements were approved for issue by the Board of Directors. Based on this evaluation, the Company is not aware of any events or transactions that would require recognition or disclosure in the standalone financial statements.

NOTE - 44 AUDIT TRAIL

The Company has used accounting software (viz. SAP) for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, there are no instances of audit trail feature being disabled at any time during the year. Additionally, the audit trail of prior year has been preserved as per the statutory requirements for record retention.

NOTE - 45 PHYSICAL SERVER OF BOOKS OF ACCOUNTS INCLUDING AUDIT TRAIL

As per the MCA notification dated August 05, 2022, the Central Government has notified the Companies (Accounts) Fourth Amendment Rules, 2022. As per the amended rules, the Companies are required to maintain back-up of the books of account and other relevant books and papers in electronic mode that should be accessible in India at all times. Also, the Companies are required to maintain such back-up of accounts on servers which are physically located in India, on a daily basis.

The books of account along with other relevant records and papers of the Company are currently maintained in electronic mode. The back-up of books of account are kept in servers physically located in Chennai, India on a daily basis.

NOTE - 46 THE CODE ON SOCIAL SECURITY, 2020 ('CODE')

On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labor Codes') which consolidate twenty-nine existing labor laws into a unified framework governing employee benefits during employment and post employment. The Labor Codes, amongst other things introduces changes, including a uniform definition of wages and enhanced employee benefits. The Company has assessed and disclosed the incremental impact of these changes on the basis of legal opinion obtained and consistent with the guidance provided by the Institute of Chartered Accountants of India and included impact amounting to Mio INR 206 under "employee benefits expense" in these standalone financial statements for the year ended March 31, 2026. The Company continues to monitor the developments pertaining to Labor Codes and will evaluate impact, if any, on the measurement of liability pertaining to employee benefits as and when develpments arise.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 47 NOTE ON IDENTIFIED MISAPPROPRIATION OF FUNDS

The management of the Company noted that certain employees of the Company had misappropriated funds in collusion with certain vendors during the current year and earlier years for an amount aggregating to Rs 16 million, basis the Company's best estimates. Such amounts have been expensed off during the respective years. The Company has completed its investigation and is evaluating the options for recovery of the said amount from the concerned parties.

NOTE - 48 EXTENDED PRODUCER RESPONSIBILITY (EPR)

The Extended Producer Responsibility (EPR) obligations have been imposed on the Company being producer of Battery, E-Waste, Used Oil and brand owner & Importer of Plastic. The EPR obligations require the Company to re-cycle the content generated in the production process in the plant, as per thresholds prescribed in the rules for products sold in the domestic market including self-use. The Rules require the Company to meet its obligations for the past years from the date of EPR registration. Considering this, the Company has provided for product recycling obligation of all products sold till the reporting date. Given below is the movement of the EPR obligation during the year:

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-current	Current	Non-current
At beginning of the year	19	-	-	-
Recognized during the year	74	-	19	-
Amount utilized during the year	19	-	-	-
Unused amounts reversed	-	-	-	-
Balance as at the end of the year	**74**	**-**	**19**	**-**

NOTE - 49 PROPOSED ACQUISITION OF FELLOW SUBSIDIARY

On April 8, 2026, pursuant to the approval of the Board of Directors, the Company has entered into Share Purchase Agreement for 100% acquisition of Bosch Chassis Systems India Private Limited ("RBIC'), a fellow subsidiary, for a total consideration not exceeding Mio INR 90,686.80, subject to the approval of the shareholders and necessary regulatory approvals. Subsequently, on May 8, 2026, the Company obtained the approval of the shareholders. The Company will be completing the acquisition by July 2026.

NOTE - 50 STANDARDS ISSUED BUT NOT EFFECTIVE

The new and amended standards that are notified by the Ministry of Corporate Affairs (MCA), but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company will adopt these amendments to the standards, when they become effective.

(i) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In accordance with Ind AS 1 currently applicable, breach of an immaterial covenant is ignored in deciding current vs. non-current classification of liabilities. Also, in case of breach of a material covenant of a non-current loan on or before the reporting date, the entity can obtain waiver from the lender after the reporting date and continue to classify the loan as non-current liability.

In accordance with changes to Ind AS 1 already notified by the MCA, the above relaxations to classify loan as non-current liability will not be available from FY 2026-27 onward and need to be applied retrospectively. Consequently:

- A breach of either material or immaterial covenant will trigger current classification of liability.
- To continue classifying loan as non-current liability, entities will need to obtain waiver from the breach on or before the reporting date.

The Company is currently assessing the impact the amendments will have on its financial statements.

NOTE - 51 ROUNDING OFF

The standalone financial statements are presented in Mio INR. All items below INR 5 lakhs has been rounded down to '0' to the nearest Million (mio INR).

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of Bosch Limited

Report on the Audit of the Consolidated Financial Statements

OPINION

We have audited the consolidated financial statements of Bosch Limited (hereinafter referred to as "the Holding Company"), its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group") its associates and jointly controlled entity comprising of the consolidated Balance sheet as at March 31 2026, the consolidated Statement of Profit and Loss, including other comprehensive income, the consolidated Cash Flow Statement and the consolidated Statement of Changes in Equity for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of reports of other auditors on separate financial statements and on the other financial information of the subsidiaries, associate and jointly controlled entity, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and jointly controlled entity as at March 31, 2026, their consolidated profit including other comprehensive income, their consolidated cash flows and the consolidated statement of changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Consolidated Financial Statements' section of our report. We are independent of the Group, associates, jointly controlled entity in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of audit procedures performed by us and by other auditors of components not audited by us, as reported by them in their audit reports furnished to us by the management, including those procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key audit matters	How our audit addressed the key audit matter
Revenue recognition for sale of goods *(as described in Note 7(b) and 32 of the consolidated financial statements)*	
Revenue from sale of goods is recognized upon the transfer of control of the goods sold to the customer. The Holding Company uses a variety of shipment terms across its operating markets and this has an impact on the timing of revenue recognition. Revenue is measured by the Holding Company at the transaction price of consideration received/ receivable from its customers and in determining the transaction price for the sale of products, the Holding Company considers the effects of various factors such as volume-based discounts, price adjustments to be passed on to the customers based on various parameters like negotiations savings on materials/ share of business, rebates etc provided to the customers. The Holding Company at the year end, provides for such price variations to be passed on to the customer. There is a risk that revenue could be recognized at incorrect amount on account of the significant judgement	Our audit procedures included the following: • We evaluated the Company's accounting policies pertaining to revenue recognition in terms of Ind AS 115 - Revenue from Contracts with Customers. • We performed test of controls of management's process of recognizing the revenue from sales of goods with regard to the timing of the revenue recognition as per the sales terms with the customers and management's process and the assumptions used in calculation of price variations. • We performed audit procedures on a representative sample of the sales transactions to test that the revenues and related trade receivables are recorded taking into consideration the terms and conditions of the sale orders, including the shipping terms. Also, tested, on sample basis, debit/ credit notes in respect of agreed price variations passed on to the customers. • We performed audit procedures relating to revenue recognition by agreeing deliveries occurring around the year end to supporting documentation to establish that sales and corresponding trade receivables are recorded in the correct period.

INDEPENDENT AUDITOR'S REPORT (CONTD.)

Key audit matters	How our audit addressed the key audit matter
and estimate involved in calculation of price variations to be recorded as at the year end and in the incorrect period on account for sales transactions occurring on and around the year end. Therefore, revenue recognition has been identified as a key audit matter.	• We tested completeness, arithmetical accuracy and plausibility of the data used in the computation of price adjustments as per customer contracts and tested, on sample basis, credit notes issued and payment made as per customer contracts / agreed price negotiations; • We assessed the adequacy of revenue related disclosures in the consolidated Ind AS financial statements.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Holding Company's Board of Directors is responsible for the preparation and presentation of these consolidated financial statements in terms of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated statement of changes in equity of the Group including its associates and jointly controlled entity in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. The respective Board of Directors of the companies included in the Group and of its associates and jointly controlled entity are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of their respective companies and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group and of its associates and jointly controlled entity are responsible for assessing the ability of their respective companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those respective Board of Directors of the companies included in the Group and of its associates and jointly controlled entity are also responsible for overseeing the financial reporting process of their respective companies.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates and jointly controlled entity to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and jointly controlled entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities of the Holding Company and an associate of which we are the independent auditors and whose financial information we have audited, to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

OTHER MATTER

(a) We did not audit the financial statements and other financial information, in respect of two subsidiaries, whose financial statements include total assets of Rs. 5 million as at March 31, 2026, and total revenues of Rs. 0 million, total net profit/(loss) after tax of Rs. (3) million, total comprehensive income/(loss) of Rs. (3) million and net cash inflows/(cash outflows) of Rs. 0 million for the year ended on that date. These financial statement and other financial information have been audited by other auditors, which financial statements, other financial information and auditor's reports have been furnished to us by the management. The consolidated financial statements also include the Group's share of net profit of Rs. 32 million and Group's share of total comprehensive income/(loss) of Rs. 32 million the year ended March 31, 2026, as considered in the consolidated financial statements, in respect of one associate and one jointly controlled entity, whose financial statements, other financial information have been audited by other auditors and whose reports have been furnished to us by the Management. Our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, jointly controlled entity and associate, and our report in terms of sub-sections (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, jointly controlled entity and associates, is based solely on the reports of such other auditors.

Our opinion above on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements and other financial information certified by the Management.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of the subsidiaries, associate and jointly controlled entity, incorporated in India, as noted in the 'Other Matter' paragraph we give in the "Annexure 1" a statement on the matters specified in paragraph 3(xxi) of the Order.
2. As required by Section 143(3) of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of subsidiaries, associate and jointly controlled entity, as noted in the 'other matter' paragraph we report, to the extent applicable, that:

   (a) We/the other auditors whose report we have relied upon have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements;

INDEPENDENT AUDITOR'S REPORT (CONTD.)

(b) In our opinion, proper books of accounts as required by law relating to preparation of the aforesaid consolidation of the financial statements have been kept so far as it appears from our examination of those books of accounts except for the matter stated in the paragraph (i)(vi) below on reporting under Rule 11(g) for an associate as detailed in note 45 to the consolidated financial statements.

(c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Consolidated Cash Flow Statement and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the books of account maintained for the purpose of preparation of the consolidated financial statements;

(d) In our opinion, the aforesaid consolidated financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, as amended;

(e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2026 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors who are appointed under Section 139 of the Act, of its subsidiaries, associates and jointly controlled entity, none of the directors of the Group's companies, its associates and jointly controlled entity, incorporated in India, is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;

(f) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph (b) above and modification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph (i)(vi) below on reporting under Rule 11(g) as regards an associate.

(g) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiaries, associates and jointly controlled entity, incorporated in India, and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;

(h) In our opinion and based on the consideration of reports of other statutory auditors of the subsidiaries, associate and jointly controlled entity incorporated in India, the managerial remuneration for the year ended March 31, 2026 has been paid / provided by the Holding Company, its subsidiaries, associates and jointly controlled entity incorporated in India to their directors in accordance with the provisions of section 197 read with Schedule V to the Act;

(i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditors on separate financial statements as also the other financial information of the subsidiaries, associate and jointly controlled entity, as noted in the 'Other matter' paragraph:

i. The consolidated financial statements disclose the impact of pending litigations on its consolidated financial position of the Group, its associates and jointly controlled entity in its consolidated financial statements – Refer Note 37 to the consolidated financial statements;

ii. Provision has been made in the consolidated financial statements, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer (a) Note 15 to the consolidated financial statements in respect of such items as it relates to the Group, its associates and jointly controlled entity and (b) the Group's share of net profit/loss in respect of its associates and jointly controlled entity;

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company, its subsidiaries, associates and jointly controlled entity, incorporated in India during the year ended March 31, 2026.

iv. a) The respective managements of the Holding Company and its subsidiaries, associates and jointly controlled entity which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, associate and jointly controlled entity respectively that, to the best of its knowledge and belief, as disclosed in the note 42(v) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiaries, associates and jointly controlled entity to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the respective Holding Company or any of such subsidiaries, associates and jointly controlled entity ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

INDEPENDENT AUDITOR'S REPORT (CONTD.)

b) The respective managements of the Holding Company and its subsidiaries, associate and jointly controlled entity which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, associate and jointly controlled entity respectively that, to the best of its knowledge and belief, as disclosed in the note 42(vi) to the consolidated financial statements, no funds have been received by the respective Holding Company or any of such subsidiaries, associates and jointly controlled entity from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries, associates and jointly controlled entity shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries, associates and jointly controlled entity which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (a) and (b) contain any material mis-statement.

v. The final dividend paid by the Holding Company during the year in respect of the same declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

As stated in note 31(b) to the consolidated financial statements, the Board of Directors of the Holding Company, have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. Based on our examination which included test checks and that performed by the respective auditors of the subsidiaries, associates and jointly controlled entity which are companies incorporated in India whose financial statements have been audited under the Act, the Holding Company, subsidiaries, associates and jointly controlled entity have used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except for an associate as detailed in Note 44 to the consolidated financial statements, wherein audit trail feature is not enabled for certain changes made, if any, using privileged/ administrative access rights and for the underlying database for the period from April 01, 2024 to May 25, 2024. Further, during the course of our audit, we and respective auditors of the above referred subsidiaries, associate and jointly controlled entity did not come across any instance of audit trail feature being tampered in respect of said accounting software. Additionally, based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries, associates and jointly controlled entity which are companies incorporated in India, the audit trail has been preserved as per the statutory requirements for record retention except for an associate as detailed in Note 44 to the consolidated financial statements, wherein audit trail backup in respect of the prior year has not been preserved as per the statutory requirements for record retention.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

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per Adarsh Ranka
Partner
Membership Number: 209567
UDIN: 26209567XCOMWQ1436

Place of Signature: Bengaluru
Date: May 20, 2026

ANNEXURE 1 referred to paragraph on the report on "Other legal and regulatory requirements" of our report of even date

Re: Bosch Limited ('the Holding Company')

Qualifications or adverse remarks by the respective auditors in the Companies (Auditors Report) Order (CARO) reports of the companies included in the consolidated financial statements are:

S. No.	Name	CIN	Holding company/ subsidiary/ associate/ joint venture	Clause number of the CARO report which is qualified or is adverse
1	Bosch Limited	L85110KA1951PLC000761	Holding Company	Clause – (iii)(e)
2	Bosch Limited	L85110KA1951PLC000761	Holding Company	Clause – (xi)(a)

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

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per Adarsh Ranka
Partner
Membership Number: 209567
UDIN: 26209567XCOMWQ1436

Place of Signature: Bengaluru
Date: May 20, 2026

ANNEXURE 2 to the Independent auditor's report of even date on the Consolidated financial statements of Bosch Limited

REPORT ON THE INTERNAL FINANCIAL CONTROLS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ("THE ACT")

In conjunction with our audit of the consolidated financial statements of Bosch Limited (hereinafter referred to as "the Holding Company") as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to Consolidated financial statements of the Holding Company, its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group") its associates and jointly controlled entities incorporated in India, as of that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The respective Board of Directors of the Holding Company, subsidiaries, associates and jointly controlled entity, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both, issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO CONSOLIDATED FINANCIAL STATEMENTS

A company's internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the consolidated financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of the consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the consolidated financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO CONSOLIDATED FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion, the Group have maintained in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31,2026, based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

ANNEXURE 2 TO THE INDEPENDENT AUDITOR'S REPORT (CONTD.)

OTHER MATTERS

Our report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to these consolidated financial statements of the Holding Company, insofar as it relates to these subsidiaries, associate and jointly controlled entity, which are companies incorporated in India, is based on the corresponding reports of the auditors of such subsidiaries, associate and jointly controlled entity incorporated in India.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

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per Adarsh Ranka
Partner
Membership Number: 209567
UDIN: 26209567XCOMWQ1436

Place of Signature: Bengaluru
Date: May 20, 2026

CONSOLIDATED BALANCE SHEET

AS AT MARCH 31, 2026

[₹ in Millions (Mio INR)]

		Notes	As at March 31, 2026	As at March 31, 2025
A	**ASSETS**			
1.	**Non-current assets**			
	Property, plant and equipment	4(a)	9,110	8,144
	Capital work in progress	4(b)	3,578	3,961
	Investment properties	5	5,386	6,014
	Right-of-use assets	34(a)	2,045	2,065
	Investments accounted for using the equity method	6	388	356
	Financial assets			
	(i) Investments	7(a)(i)	58,005	62,546
	(ii) Trade receivables	7(b)	485	804
	(iii) Loans	7(c)	106	130
	(iv) Other financial assets	7(f)	5,683	3,288
	Income tax assets (net)	16	1,961	2,196
	Deferred tax assets (net)	8	568	1,271
	Other non-current assets	9	734	1,078
	Total non-current assets		**88,049**	**91,853**
2.	**Current assets**			
	Inventories	10	21,242	19,423
	Financial assets			
	(i) Investments	7(a)(ii)	21,808	8,700
	(ii) Trade receivables	7(b)	27,727	23,650
	(iii) Cash and cash equivalents	7(d)	3,964	3,529
	(iv) Bank balances other than (iii) above	7(e)	62	1,550
	(v) Loans	7(c)	9,608	13,775
	(vi) Other financial assets	7(f)	38,845	34,273
	Other current assets	11	5,492	4,456
	Total current assets		**128,748**	**109,356**
3.	**Assets held for sale**	**12**	**-**	**1,202**
	Total assets (1+2+3)		**216,797**	**202,411**
B	**EQUITY AND LIABILITIES**			
1.	**Equity**			
	Equity share capital	13(a)	295	295
	Other equity	13(b) & 13 (c)	148,157	137,838
	Total equity		**148,452**	**138,133**
2.	**Liabilities**			
	Non-current liabilities			
	Financial liabilities			
	(i) Lease liabilities	34(b)	1,095	980
	(ii) Other financial liabilities	14(a)	40	78
	Provisions	15	1,501	1,226
	Total non-current liabilities		**2,636**	**2,284**
	Current liabilities			
	Financial liabilities			
	(i) Lease liabilities	34(b)	93	203
	(ii) Trade payables	14(b)		
	total outstanding dues to micro enterprises and small enterprises		2,318	1,349
	total outstanding dues of creditors other than micro enterprises and small enterprises		32,027	28,204
	(iii) Other financial liabilities	14(a)	6,376	5,699
	Other current liabilities	17	6,796	5,442
	Provisions	15	18,099	15,938
	Total current liabilities		**65,709**	**56,835**
3.	**Liabilities directly associated with the assets held for sale**	**12**	**-**	**5,159**
	Total liabilities		**68,345**	**64,278**
	Total equity and liabilities (1+2+3)		**216,797**	**202,411**
Summary of material accounting policies		2		

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

FOR THE YEAR ENDED MARCH 31, 2026

[₹ in Millions (Mio INR)]

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue from contracts with customers :			
Sale of products	32	190,853	169,316
Sale of services	32	5,094	7,504
Other operating revenue	18	4,400	4,054
		200,347	**180,874**
Other income	19	8,540	8,139
Total income		**208,887**	**189,013**
Expenses :			
Cost of raw material and components consumed	20	49,002	40,588
Purchases of traded goods	21	79,870	74,360
(Increase) / decrease in inventories of finished goods, work-in-progress and traded goods	22	(876)	(313)
Employee benefits expenses	23	15,458	14,953
Finance costs	24	267	171
Depreciation and amortization expenses	25	3,920	3,756
Other expenses	26	30,389	28,189
Total expenses		**178,030**	**161,704**
Profit before exceptional items and tax		**30,857**	**27,309**
Exceptional items	40	**5,560**	**14**
Profit before tax		**36,417**	**27,323**
Tax expense/ (credit)			
Current tax	27		
(i) for the year		7,781	5,930
(ii) relating to earlier years		226	187
Deferred tax charge/ (credit)		710	1,076
Total tax expenses		**8,717**	**7,193**
Share of net profit/(loss) of associates and Jointly controlled entity accounted for using equity method (net of tax)	6	32	22
Profit for the year		**27,732**	**20,152**
Other comprehensive income (OCI)			
Other comprehensive income not to be reclassified to consolidated statement of profit and loss in subsequent periods:			
Changes in fair value of the equity instruments	13(c)	(2,531)	2,925
Income tax effect	13(c)	(0)	(530)
Remeasurement gains/ (losses) on defined benefit plans	13(b)	293	41
Income tax effect	13(b)	(74)	(10)
Other comprehensive income for the year (net of tax)		**(2,312)**	**2,426**
Total comprehensive income for the year (net of tax)		**25,420**	**22,578**
Earnings per share of nominal value of Rs. 10/- each - Basic	35	940.27	683.25
Earnings per share of nominal value of Rs. 10/- each - Diluted	35	940.27	683.25
Summary of material accounting policies	2		

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

CONSOLIDATED STATEMENT OF CASH FLOW

FOR THE YEAR ENDED MARCH 31, 2026

[₹ in Millions (Mio INR)]

		Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
A.	**Cash flow from operating activities**			
	Profit before income tax (after exceptional items)		36,449	27,345
	Adjustments to reconcile profit before tax to net cash flows:			
	Exceptional items	40	(5,560)	(14)
	Depreciation and amortization expenses	25	3,920	3,756
	Unrealized exchange (gain)/ loss (net)		(1)	(34)
	(Gain)/ loss on sale of property, plant and equipment (net)	26(c)	0	3
	Expected credit loss allowance (written back)	26(c)	(58)	(52)
	Bad debts written off	26(c)	121	36
	Provisions/ liabilities no longer required (written back)	19	(16)	(85)
	Dividend from equity investments designated at FVOCI	19	(191)	(143)
	Interest income	19	(4,483)	(3,947)
	Net (gain) on financial assets measured at FVTPL	19	(3,850)	(3,923)
	Amortization of deferred income	19	-	(25)
	Provision for warranty	15	472	313
	Finance costs	24	267	171
	Share of profits of associates and jointly controlled entity		(32)	(22)
	Operating profit before working capital changes		**27,038**	**23,379**
	Working capital adjustments:			
	(Increase)/ decrease in inventories	10	(1,202)	(1,107)
	(Increase)/ decrease in trade receivables	7(b)	(3,135)	(3,340)
	(Increase)/ decrease in other financial assets		27	(198)
	(Increase)/ decrease in other assets		(642)	2,335
	(Increase)/ decrease in other margin money deposits	7(e)	(2)	-
	Increase / (decrease) in trade payables	14(b)	4,075	4,563
	Increase/ (decrease) in provisions and other financial liabilities	14(a) & 15	2,030	2,094
	Increase/ (decrease) in other current liabilities	17	1,317	(1,104)
	Net cash flows generated from operations		**29,506**	**26,622**
	Income taxes paid (net of refunds)	**16**	**(7,753)**	**(2,888)**
	Net cash flows from operating activities		**21,753**	**23,734**
B.	**Cash flow from investing activities**			
	Purchase of property, plant and equipment and investment properties		(3,165)	(3,154)
	Proceeds from disposal of property, plant and equipment		55	28
	Purchase of investments		(84,073)	(79,691)
	Proceeds from sale of investments		76,786	66,168
	Inter corporate deposit given		-	(2,800)
	Receipts from Inter corporate deposit		-	5,300
	Loan to related parties		(2,500)	(4,500)
	Repayment of loans by related parties		6,695	5,553
	Net investment in / maturity of deposit accounts (original maturity of more than 3 months)		(5,588)	(14,870)
	Dividend from equity investments designated at FVOCI		191	143
	Proceeds from sale of specified business	40	1,526	456
	Advance consideration received for sale of specified business	12	-	4,463
	Interest received		4,229	3,316
	Net cash flows used in investing activities		**(5,844)**	**(19,588)**

CONSOLIDATED STATEMENT OF CASH FLOW (CONTD.)

[₹ in Millions (Mio INR)]

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
C. Cash flow from financing activities			
Dividends paid	Note (a) below	(15,090)	(5,017)
Payment of principal portion of lease liabilities	Note (a) below	(190)	(153)
Payment of interest portion of lease liabilities	Note (a) below	(91)	(75)
Interest paid		(130)	(46)
Net cash generated from/ (used in) financing activities		**(15,501)**	**(5,291)**
Net increase / (decrease) in cash and cash equivalents (A+B+C)		**408**	**(1,145)**
Effects of foreign exchange on cash and cash equivalents		27	40
Cash and cash equivalents at the beginning of the year		3,529	4,634
Cash and cash equivalents at the end of the year		**3,964**	**3,529**

[₹ in Millions (Mio INR)]

	Note No.	For the year ended March 31, 2026	For the year ended March 31, 2025
Cash and cash equivalents comprise of the following			
Balances with banks			
- on current accounts	7(d)	95	214
- on Exchange Earner's Foreign Currency ("EEFC") accounts		115	342
- deposit accounts with original maturity of less than 3 months		3,754	2,973
Cash on hand		0	0
Total		**3,964**	**3,529**
Non-cash investing activities			
Acquisition of right-of-use assets		195	943

Notes:
(a) Changes in liabilities arising from financing activities

March 31, 2026

Particulars	April 01, 2025	Non cash changes		Cash flows	March 31, 2026
		Finance cost accrued during the year	Additions (Net)		
Dividends	36	-	15,101	(15,090)	47
Lease liabilities	1,183	91	195	(281)	1,188
Total	**1,219**	**91**	**15,296**	**(15,371)**	**1,235**

March 31, 2025

Particulars	April 01, 2024	Non cash changes		Cash flows	March 31, 2025
		Finance cost accrued during the year	Additions (Net)		
Dividends	39	-	5,014	(5,017)	36
Lease liabilities	393	75	943	(227)	1,183
Total	**432**	**75**	**5,957**	**(5,244)**	**1,219**

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED MARCH 31, 2026

A. Equity share capital

For the year ended March 31, 2026

[₹ in Millions (Mio INR)]

Balance as on April 01, 2025	Changes in equity share capital	Balance as on March 31, 2026
295	-	295

For the year ended March 31, 2025

[₹ in Millions (Mio INR)]

Balance as on April 01, 2024	Changes in equity share capital	Balance as on March 31, 2025
295	-	295

B. Other equity

For the year ended March 31, 2026

[₹ in Millions (Mio INR)]

	Reserves and Surplus						Other Reserves	Total equity
	Capital Reserve	Securities premium	Capital Redemption Reserve	General Reserve	Retained earnings	Total	Equity instruments through Other Comprehensive Income	
As at April 01, 2025	**39**	**8**	**86**	**190**	**124,092**	**124,415**	**13,423**	**137,838**
Profit for the year	-	-	-	-	27,732	27,732	-	27,732
Other comprehensive income for the year (net of tax)	-	-	-	-	219	219	(2,531)	(2,312)
Transfer on sale of FVOCI equity investment	-	-	-	-	31	31	(31)	-
Total comprehensive income	**-**	**-**	**-**	**-**	**27,982**	**27,982**	**(2,562)**	**25,420**
Dividend paid during the year [refer note 31(b)]	-	-	-	-	(15,101)	(15,101)	-	(15,101)
At March 31, 2026	**39**	**8**	**86**	**190**	**136,973**	**137,296**	**10,861**	**148,157**

For the year ended March 31, 2025

[₹ in Millions (Mio INR)]

	Reserves and Surplus						Other Reserves	Total equity
	Capital Reserve	Securities premium	Capital Redemption Reserve	General Reserve	Retained earnings	Total	Equity instruments through Other Comprehensive Income	
As at April 01, 2024	**39**	**8**	**86**	**190**	**108,923**	**109,246**	**11,028**	**120,274**
Profit for the year	-	-	-	-	20,152	20,152	-	20,152
Other comprehensive income for the year (net of tax)	-	-	-	-	31	31	2,395	2,426
Total comprehensive income	**-**	**-**	**-**	**-**	**20,183**	**20,183**	**2,395**	**22,578**
Dividend paid during the year [refer note 31(b)]	-	-	-	-	(5,014)	(5,014)	-	(5,014)
At March 31, 2025	**39**	**8**	**86**	**190**	**124,092**	**124,415**	**13,423**	**137,838**

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2026

NOTE - 1 CORPORATE INFORMATION

Bosch Limited (the "Company"/ "the Holding Company") is a public Company domiciled in India and is incorporated under the provisions of the Companies Act applicable in India. The registered office of the Company is located at Adugodi, Bengaluru. The Company has its key manufacturing facilities in Nashik, Naganathapura, Jaipur, Gangaikondan, Chennai and Bidadi with presence across automotive technology, industrial technology, consumer goods and energy and building technology. It manufactures and trades in products such as diesel and gasoline fuel injection systems, automotive aftermarket products, industrial equipment, electrical power tools, security systems and industrial and consumer energy products and solutions. The Company's shares are listed on Bombay Stock Exchange (BSE) and National Stock Exchange (NSE).

The Company, its subsidiaries (jointly referred to as "the Group"), associates and jointly controlled entity considered in these consolidated financial statements are mentioned below including the nature of interest:

Relationship	Name of the Company	Country of Incorporation	% voting power held as at March 31, 2026	% voting power held as at March 31, 2025
Subsidiary	MICO Trading Private Limited	India	100	100
Subsidiary	Robert Bosch India Manufacturing and Technology Private Limited	India	100	100
Associate	Newtech Filter India Private Limited	India	25	25
Associate	AutoZilla Solutions Private Limited	India	26	26
Jointly Controlled Entity	PreBO Automotive Private Limited	India	40	40

The consolidated financial statements are approved for issue by the Group's Board of Directors on May 20, 2026.

NOTE - 2 MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The consolidated financial statements are prepared in accordance with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) [Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time)] and presentation requirements of Division II of Schedule III to the Companies Act, 2013 as applicable and other relevant provisions of the Act as applicable.

The consolidated financial statements have been prepared on a historical cost basis, except for the following assets and liabilities which have been measured at fair value:

- Certain financial assets and liabilities that are measured at fair value (refer accounting policy regarding financial instrument) at the end of each reporting period and
- Derivative financial instruments.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

This financial statement has been reported in Rs. Million (Mio INR), except for information pertaining to number of shares and earnings per share information. The functional and presentation currency of the Group is Indian Rupee ("INR") which is the currency of the primary economic environment in which the Group operates.

Basis of consolidation:

In respect of subsidiaries, the financial statements have been consolidated on a line-by-line basis by adding together the book values of like items of assets, liabilities, income and expenses, after fully eliminating intra-group balances and unrealized profits / losses on intra-group transactions as per Indian Accounting Standard - Ind AS 110 "Consolidated Financial Statements".

The financial statements of associates and jointly controlled entity are prepared for the same reporting period as the Group. The accounting policies of associates and jointly controlled entity are aligned with those of the Group. Therefore, no adjustments are made when measuring and recognizing the Group's share of the profit or loss of the investees after the date of acquisition.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A jointly controlled entity is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of jointly controlled entity. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

Investment in associates and jointly controlled entity have been accounted under the equity method as per Indian Accounting Standard (Ind AS) 23 "Investments in Associates and Joint Ventures", whereby the investment is initially recorded at cost, and adjusted thereafter to recognize the Group's share of the post acquisition profits or losses of the investee in profit and loss, and the Group's share of Other Comprehensive Income of the investee in Other Comprehensive Income.

The consolidated financial statements have been prepared using uniform accounting policies for like transactions and other events in similar circumstances.

2.2 Summary of material accounting policies

a. Current versus non-current classification:

The Group segregates assets and liabilities into current and non-current categories for presentation in the balance sheet after considering its normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realization in cash and cash equivalents. The Group has identified twelve months as its operating cycle.

b. Fair Value measurement

The Group measures financial instruments at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is 'directly or indirectly observable
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

c. Revenue recognition:

Revenue from contracts with customers is recognized when control of the goods or services are transferred (performance obligation) to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.Goods and Service Tax ('GST') is not received by the Group on its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

Sale of goods:

Revenue from sale of goods is recognized at the point in time when control of the asset is transferred to the customer. The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Group considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

Sale of services:

Sale of services with respect to fixed price contracts are recognized upon transfer of control of promised services ("performance obligations") to customers in an amount that reflects the consideration the Company has received or expects to receive in exchange for

these services ("transaction price"). Revenue on time-and-material and unit of work-based contracts are recognized as the related services are performed. When there is uncertainty associated with the variable consideration, revenue recognition is postponed until such uncertainty is resolved.

If the Group has a contract that is onerous, the present obligation under the contract is recognized and measured as a provision.

An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Group cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities).

Rental income:

Rental income arising from operating lease of investment properties is accounted on accrual basis based on contractual terms with the lessee and is disclosed under other operating revenue in Statement of Profit and Loss. Refer to the accounting policy on leases under note (j) below.

Export incentive entitlement

Export incentive entitlements including duty drawbacks and duty credit scrips are recognized when there is a reasonable assurance that the Group has complied with the conditions attached to them and it is reasonably certain that the ultimate realization will be made. These are recognized in the period in which the right to receive the same is established, i.e., the year during which the exports eligible for incentives are made.

Warranty obligations

The Group typically provides warranties for general repairs of defects that existed at the time of sale, as required by law. These assurance-type warranties are accounted for under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets. Refer to the accounting policy on warranty provisions under note (o) below.

d. Government grants

Government grants are recognized where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with.

Government grants relating to the purchase of property, plant and equipment are deducted while calculating the carrying amount of the asset resulting in reduced depreciation over the life of property, plant and equipment.

e. Taxes

Tax expense comprises current tax expense and deferred tax:

(i) Current Tax:

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the country (i.e., India) where the Group operates and generates taxable income.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis.

(ii) Deferred Tax:

Deferred tax is provided using the balance sheet approach on temporary differences between the tax base of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets

and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current and deferred tax is recognized in the Statement of Profit and Loss, except to the extent that it relates to items recognized in Other Comprehensive Income. In this case, the tax is also recognized in Other Comprehensive Income.

f. Property, plant and equipment:

Freehold land is carried at historical cost. Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. The cost comprises purchase price, directly attributable cost of bringing the asset to its working condition for the intended use. Any trade discounts and rebates are deducted in arriving at the purchase price.

Capital work in progress (CWIP) is carried at cost, net of accumulated impairment loss, if any. All the direct expenditures related to the implementation including incidental expenditure incurred during the period of implementation of a project, till it is commissioned is accounted as Capital Work in Progress and such properties are classified as appropriate categories of Property, plant and equipment when completed and ready for the intended use.

Items of stores and spares that meet the definition of property, plant and equipment are capitalized at cost and depreciated over their useful life. Otherwise, such items are classified as a part of inventories.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately. This applies mainly to components of machinery. When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in profit or loss as incurred. Depreciation is calculated on a written down value basis over the estimated useful lives of the assets as mentioned in note h below.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to profit and loss during the reporting period in which they are incurred.

Advances paid towards acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under other non-current assets.

An item of property, plant and equipment and any significant part initially recognized is de-recognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognized.

g. Investment Property

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any.

The cost includes the cost of replacing parts if the recognition criteria are met. When significant parts of the investment properties are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. All other repair and maintenance costs are recognized in profit or loss as incurred.

The Group depreciates the building (component of investment property) using the written down value method over estimated useful lives as mentioned in note h below.

Though the Group measures investment properties using cost-based measurement, the fair value of investment properties are disclosed in the notes. Fair values are determined based on an annual evaluation performed by an accredited external independent valuer applying a valuation model recommended by the International Valuation Standards Committee.

Investment properties are derecognized either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment properties the Group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any)

Transfers are made to (or from) investment properties only when there is a change in use. Transfers between investment property, owner-occupied property and inventories do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes

h. Depreciation

Depreciation on property, plant and equipment is provided using the written down value method. As required under Schedule II to the Companies Act 2013, the Group periodically assesses the estimated useful life of its property, plant and equipment based on the technical evaluation considering anticipated technological changes and actual usage of the assets.

The estimated useful life for various property, plant and equipment is given below:

Assets	Useful lives estimated by the management (in years)	Useful lives under Schedule II of the Act (in years)
Buildings:		
Residential	59	60
Factory/ Office	29	30
Plant and machinery:		
General	6	25
Data processing equipment	3	3
Furniture and fixtures	8	10
Office equipment	5	5
Vehicles	5	8

The Group, based on technical assessment of usage patterns made by the technical experts, believes that the useful lives as mentioned above best represents the period over which management expects to use these assets.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

In respect of additions, depreciation is provided on pro-rata basis from the quarter of addition and in respect of disposals, the same is provided up to the quarter prior to disposal. Cost of application software is expensed off on purchase.

i. Inventories

Inventories are valued at lower of cost and net realizable value. Cost of inventories is determined on weighted average basis. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale. Materials held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. Obsolete/ slow moving inventories are adequately provided for.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials, traded goods and indirect materials: Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition.
- Work-in-progress: Cost includes direct materials and labor and a proportion of manufacturing overheads based on normal operating capacity.
- Finished goods: Cost includes direct materials and labor and a proportion of manufacturing overheads based on normal operating capacity.

j. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group's lease asset classes primarily consist of leases for land and buildings. The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. The useful life of Right-of-use assets varies from 3 to 7 years.

The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective right-of-use asset if the recognition criteria for a provision are met.

The right-of-use assets are also subject to impairment. Refer to the accounting policies stated under note n below.

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of the leases. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low- value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset is classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Leases are classified as finance leases when substantially all of the risks and rewards of ownership transfer from the Group to the lessee. Amounts due from lessees under finance leases are recorded as receivables at the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease.

k. Employee benefits

(i) Defined contribution scheme

Contributions towards Superannuation Fund, Pension Fund and government administered Provident Fund are treated as defined contribution schemes. The Group has no obligation, other than the monthly contribution payable under the schemes. The Group recognizes contribution payable under the schemes as an expense, when an employee renders the related service. If the contribution payable under the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognized as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognized as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

(ii) Defined benefit obligation

Provident Fund contributions made to Trusts administered by the Group are treated as defined benefit plan. The interest payable to the members of these Trusts shall not be lower than the statutory rate of interest declared by the Central Government under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Group. The cost of providing benefits under the defined benefit plan is determined using the projected unit credit method using actuarial valuation to be carried out at each balance sheet date.

Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognized immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods. Further, as required under Ind AS Schedule III, the Group

transfers those amounts recognized in other comprehensive income to retained earnings.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Group recognizes the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

a. Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and

b. Net interest expense.

The Group also provides for post-employment defined benefit in the form of Gratuity. The cost of defined benefit is determined using the projected unit credit method, with actuarial valuation being carried out at each balance sheet date. Actuarial gains and losses in respect of the same are charge to the Other Comprehensive Income (OCI)

(iii) Other employee benefits

All employee benefits other than post-employment benefits and termination benefits, which do not fall due wholly within twelve months after the end of the period in which the employees render the related service, including long term compensated absences, service awards, and ex-gratia. Such long-term compensated absences are provided for based on the actuarial valuation using the projected unit credit method at the year end. Actuarial gains/ losses are immediately taken to the statement of profit and loss and are not deferred.

Accumulated leave, which is expected to be utilized within the next 12 months, is treated as short-term employee benefit. The Group measures the expected cost of such absences based on the actuarial valuation using the projected unit credit method at the year end. The Group presents the entire leave liability as a current liability in the balance sheet, since it does not have an unconditional right to defer its settlement for twelve months after the reporting date.

(iv) Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or when an employee accepts voluntary retirement in exchange of these benefits. The Group recognizes termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognizes costs for a restructuring that is within the scope of Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits. The termination benefits are measured based on the number of employees expected to accept the offer in case of voluntary retirement scheme

l. Foreign currencies

Functional and presentation currency

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates ('the functional currency'). The consolidated financial statements are presented in Indian Rupee (INR), which is the Group's functional and presentation currency.

Foreign currency transactions and balances

(i) Initial recognition

Foreign currency transactions are recorded in the reporting currency, by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction.

(ii) Conversion

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

(iii) Exchange differences

The Group accounts for exchange differences arising on translation/ settlement of foreign currency monetary items as income or as expenses in the period in which they arise.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognized in OCI or profit or loss are also recognized in OCI or profit or loss, respectively).

m. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Financial Assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (OCI) and fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them.

With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price as disclosed under Revenue recognition policy.

In order for a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortized cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognized on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at fair value through other comprehensive income (FVTOCI) (debt instruments)
- Financial assets at fair value through OCI (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortized cost (debt instruments)

Financial assets are subsequently measured at amortized cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest ('SPPI') on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. The EIR amortization is included in finance income in the profit or loss. The losses arising from impairment are recognized in the profit or loss.

The effective interest method is a method of calculating the amortized cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts future cash receipts or payments through the expected life of the financial instrument, or where appropriate, a shorter period.

Financial assets at fair value through other comprehensive income (debt instruments)

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within a business whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. For debt instruments, at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon

derecognition, the cumulative fair value changes recognized in OCI is reclassified from the equity to profit or loss.

Financial assets at fair value through other comprehensive income (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under Ind AS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis. The Group elects to measure all equity investments at fair value through other comprehensive income, except for investments in subsidiary/ associate which is measured at cost. Equity instruments which are held for trading and contingent consideration recognized by an acquirer in a business combination to which Ind AS 103 applies are classified as at FVTPL.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statement of profit and loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the balance sheet at fair value with net changes in fair value recognized in the statement of profit and loss. Financial assets are measured at fair value through profit or loss unless it is measured at amortized cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognized in statement of profit and loss.

Embedded derivatives

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognized in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

Impairment of financial assets

The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

De-recognition of financial assets

The Group de-recognizes a financial asset only when the contractual rights to the cash flows from the financial asset expire, or it transfers the financial asset and the transfer qualifies for de-recognition under Ind AS 109.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognizes its retained interest in the assets and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred

financial asset, the Group continues to recognize the financial asset and recognizes a collateralized borrowing for the proceeds received.

On de-recognition of a financial asset in its entirety, the difference between the carrying amounts measured at the date of de-recognition and the consideration received is recognized in statement of profit or loss.

(ii) Financial Liabilities and equity instruments

Initial recognition and measurement

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs. The Group's financial liabilities include trade and other payables, capital creditors, unpaid dividend and employee dues.

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Subsequent measurement

For purposes of subsequent measurement, financial liabilities are classified in two categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortized cost

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments as defined by Ind AS 109. Gains or losses on liabilities held for trading are recognized in the profit or loss.

Financial liabilities at amortized cost

Financial liabilities are subsequently carried at amortized cost using the effective interest ('EIR') method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

De-recognition of financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of profit and loss.

(iii) Reclassification of financial assets and liabilities

The Group determines classification of financial assets and liabilities on initial recognition. After initial recognition, no reclassification is made for financial assets which are equity instruments and financial liabilities. For financial assets which are debt instruments, a reclassification is made only if there is a change in the business model for managing those assets. Changes to the business model are expected to be infrequent.

(iv) Off-setting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously

(v) Derivative financial instruments

The Group uses derivative financial instruments, such as forward currency contracts, to hedge its foreign currency risks. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value at the end of each reporting period. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit or loss.

n. Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's ('CGU') net selling price and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets

or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining net selling price, recent market transactions are considered, if available. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses are recognized in the statement of profit and loss. After impairment, depreciation is provided on the revised carrying amount of the asset over its remaining useful life.

For all non-financial assets, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or cash-generating unit's recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the statement of profit and loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

o. Provisions

A provision is recognized when the Group has a present obligation (legal or constructive) as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as an interest expense.

Onerous Contracts

If the Group has a contract that is onerous, the present obligation under the contract is recognized and measured as a provision. However, before a separate provision for an onerous contract is established, the Group recognizes any impairment loss that has occurred on assets dedicated to that contract. An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Group cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities)

Warranty provisions

The Group provides warranties for general repairs of defects that existed at the time of sale, as required by law. Provisions related to these assurance-type warranties are recognized when the product is sold, or the service is provided to the customer. Initial recognition is based on historical experience. The initial estimate of warranty-related costs is revised annually.

Restructuring provisions

Restructuring provisions are recognized only when the Group has a constructive obligation, which is when: (i) a detailed formal plan identifies the business or part of the business concerned, the location and number of employees affected, a detailed estimate of the associated costs, and the timeline; and (ii) the employees affected have been notified of the plan's main features.

p. Contingent liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group or a present obligation that is not recognized because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognized because it cannot be measured reliably. The Group does not recognize a contingent liability but discloses its existence in the consolidated financial statements.

q. Cash and cash equivalents

Cash and cash equivalents in the Balance Sheet comprise cash at bank and on hand and short-term investments with an original maturity of three months or less which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and bank

balances and short-term deposits, as defined above, net of outstanding bank overdrafts, if any, as they are considered an integral part of the Group's cash management.

r. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker ('CODM'). The executive directors are the chief operating decision maker of the Group, who assess the financial position, performance and make strategic decisions The Group identifies reportable segments based on the dominant source, nature of risks and return and the internal organization and management structure for which discrete financial information is available. Revenue and expenses have been identified to segments on the basis of their relationship to the operating activities of the segment. Inter-segment revenue have been accounted for based on the transaction price agreed to between segments which is primarily market based. Revenue and expenses, which relate to the Group as a whole and are not allocable to segments on a reasonable basis, have been included under "Unallocated corporate expenses/ income"

s. Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. Partly paid equity shares are treated as a fraction of an equity share to the extent that they are entitled to participate in dividends relative to a fully paid equity share during the reporting period.

The weighted average number of equity shares outstanding during the period is adjusted for events such as bonus issue, bonus element in a rights issue, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all potential dilutive equity shares.

t. Dividend

The Group recognizes a liability to pay final dividend to equity holders when the distribution is authorized, and the distribution is no longer at the discretion of the Group. The Group recognizes a liability to pay interim dividends to equity holders on the date of declaration by the Group's Board of Directors. As per the corporate laws in India, a distribution is authorized when it is approved by the shareholders. A corresponding amount is recognized directly in equity.

u. Non-current assets held for sale

The Group classifies non-current assets as held for sale if their carrying amounts will be recovered principally through a sale rather than through continuing use.

Non-current assets classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded met only when the assets are available for immediate sale in its present condition, subject only to terms that are usual and customary for sales of such assets, its sale is highly probable; and it will genuinely be sold, not abandoned. The Group treats sale of the asset to be highly probable when:

- The appropriate level of management is committed to a plan to sell the asset,
- An active programme to locate a buyer and complete the plan has been initiated (if applicable),
- The asset is being actively marketed for sale at a price that is reasonable in relation to its current fair value,
- The sale is expected to qualify for recognition as a completed sale within one year from the date of classification, and
- Actions required to complete the plan indicate that it is unlikely that significant changes to the plan will be made or that the plan will be withdrawn.

2.3 Changes in accounting policies and disclosures

The Company applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after April 01, 2025. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

(i) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, *The Effects of Changes in Foreign Exchange Rates* to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025. When applying the amendments, an entity cannot restate comparative information.

The above amendments had no impact on the Group's consolidated financial statements for the year ended March 31, 2026.

(ii) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the reporting date, and the lender agrees—after the reporting period but before the financial statements are approved for issue—not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025 retrospectively in accordance with Ind AS 8.

The amendments have not had an impact on the classification of Group's liabilities.

(iii) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 *Statement of Cash Flows* and Ind AS 107 *Financial Instruments: Disclosures* to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

As a result of implementing the amendments, the Company has provided additional disclosures about its supplier finance arrangement. Please refer to Note 14(c).

(iv) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 *Income Taxes* in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after April 01, 2025, but not for any interim periods ending on or before March 31, 2026.

The above amendments had no impact on the Group's consolidated financial statements for the year ended March 31, 2026.

NOTE - 3 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Other disclosures relating to Group's exposure to risks and uncertainties includes:

- Capital management Note 31
- Financial risk management objectives and policies Note 30
- Sensitivity analyses disclosures Notes 28 and 30.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognized in the financial statements.

Leases

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate

Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Inventory valuation:

The inventory is valued at the lower of the cost and net realizable value ("NRV"). The determination of the NRV involves estimates based on prevailing market conditions and taking into account the estimated future selling price and selling costs and involves significant estimates and judgement in the assessment. These estimates and judgement significantly affect the determination of the value of inventories.

Provision for expected credit losses ('ECL') of trade receivables

The Group uses a provision matrix to calculate ECL for trade receivables. The provision rates are based on days past due for groupings of various customers that have similar loss patterns and involves significant estimates in the assessment. These estimates and judgement significantly affect the valuation of trade receivables.

Defined retirement benefit plans and other long-term employee benefits:

The cost of the defined benefit plans and other long-term employee benefits and the present value of the obligation thereon are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, obligation amount is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The calculation is most sensitive to changes in the discount rate. In determining the appropriate discount rate for plans operated in India, the management considers the interest rates of government bonds.

The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates and past trends. Further details about gratuity obligations are given in Note 28.

Useful life and residual value of plant, property equipment:

The useful life and residual value of plant, property equipment are determined based on evaluation made by the management of the expected usage of the asset, the physical wear and tear and technical or commercial obsolescence of the asset. Due to estimates involved, the useful life and residual value, the values are sensitive to the actual usage in future period.

Provision for litigations and contingencies:

The provision for litigations and contingencies is determined based on evaluation made by the management of the present obligation arising from past events the settlement of which is expected to result in outflow of resources embodying economic benefits, which involves estimating the ultimate outcome of such past events and measurement of the obligation amount. Due to the estimations involved in such estimations the provisions are sensitive to the actual outcome in future periods.

Provision for warranty:

The provision for warranty is determined based on evaluation made by the management of the past experience of the level of repairs and returns, which involves estimating the expected warranty claims on products sold. Hence, the provisions are sensitive to the actual outcome in future periods

Estimation of current tax expense and payable

Current tax is measured at the amount expected to be paid to the tax authorities in accordance with the provisions of Income tax Act, 1961. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. The recognition of deferred tax assets is premised on their future recoverability being probable.

Leases – Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available. The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

NOTE - 4 (A): PROPERTY, PLANT AND EQUIPMENT

[₹ in Millions (Mio INR)]

Particulars	Gross Block				Accumulated Depreciation				Net Block	
	As at April 1, 2025	Additions	Deductions/ Adjustments	As at March 31, 2026	As at April 1, 2025	For the year	Deductions/ Adjustments	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Land - Freehold	180	-	-	180	-	-	-	-	180	180
	(180)	-	-	*(180)*	-	-	-	-	*(180)*	*(180)*
Buildings [refer note (a) below]	9,528	180	142	9,566	4,878	471	34	5,315	4,251	4,650
	(9,525)	*(24)*	*(21)*	*(9,528)*	*(4,325)*	*(564)*	*(11)*	*(4,878)*	*(4,650)*	*(5,200)*
Plant and machinery [refer note (a) and (i) below]	29,218	3,785	844	32,159	26,206	2,439	908	27,737	4,422	3,012
	(29,140)	*(1,117)*	*(1,039)*	(29,218)	*(25,077)*	*(2,157)*	*(1,028)*	*(26,206)*	*(3,012)*	*(4,063)*
Office equipment	471	54	119	406	382	56	117	321	85	89
	(477)	*(15)*	*(21)*	(471)	*(332)*	*(70)*	*(20)*	*(382)*	*(89)*	*(145)*
Furniture and fixtures [refer note (i) below]	391	11	147	255	324	30	147	207	48	67
	(443)	*(5)*	*(57)*	(391)	*(341)*	*(39)*	*(56)*	*(324)*	*(67)*	*(102)*
Vehicles	598	71	225	444	452	84	216	320	124	146
	(573)	*(112)*	*(87)*	(598)	*(442)*	*(90)*	*(80)*	*(452)*	*(146)*	*(131)*
Total	***40,386***	***4,101***	**1,477**	**43,010**	***32,242***	**3,080**	**1,422**	**33,900**	**9,110**	**8,144**
	(40,338)	***(1,273)***	***(1,225)***	***(40,386)***	***(30,517)***	***(2,919)***	***(1,195)***	***(32,242)***	***(8,144)***	***(9,822)***

NOTE - 4 (B): CAPITAL WORK IN PROGRESS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	3,961	2,240
Add: Additions to Capital work in progress during the year	3,533	3,087
Less: Capitalization from Capital work in progress to Property, plant & equipment and Investment property during the year	(3,916)	(1,366)
Closing balance	**3,578**	**3,961**

Capital work in progress (CWIP) Ageing Schedule

As at March 31, 2026

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	2,021	576	792	189	3,578
Projects temporarily suspended	-	-	-	-	-
Total	**2,021**	**576**	**792**	**189**	**3,578**

As at March 31, 2025

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	2,221	1,203	155	382	3,961
Projects temporarily suspended	-	-	-	-	-
Total	**2,221**	**1,203**	**155**	**382**	**3,961**

(a) Deductions/Adjustments includes Mio INR 20 (2024-25: Mio INR 7) of government grant.

(b) Capital work-in-progress mainly comprises plant and machinery and building under construction.

(c) Refer note 38 for disclosure of contractual commitment for the acquisition of property, plant and equipment.

(d) There is no immovable property which is not held in the name of the Group.

(e) There has been no revaluation of property, plant and equipment during 2024-25 and 2025-26.

(f) There are no CWIP projects as on March 31, 2026 which are either overdue or which have exceeded their budgeted costs.

(g) Figures pertaining to the year ended March 31, 2025 are disclosed in brackets.

(h) Robert Bosch GmbH, the Ultimate Holding Company has provided Bank guarantee for Capital work-in-progress of Mio INR 437 (2024-25 Mio INR 692), for plant and machinery in transit purchased from Bosch group Company. The same has been included in capital work-in-progress.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 5 INVESTMENT PROPERTIES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Gross carrying amount		
Opening balance	8,836	8,743
Additions/(deletions) during the year	(4)	93
Closing balance	8,832	8,836
Accumulated depreciation		
Opening balance	2,822	2,171
Depreciation on deletion during the year	(1)	-
Depreciation charge during the year (refer note 25)	625	651
Closing balance	3,446	2,822
Net block	**5,386**	**6,014**

(i) Information regarding income and expenditure of Investment Properties

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Rental income derived from Investment Properties (refer note 18)	1,693	1,655
Direct operating expenses from property that generated rental income	(165)	(130)
Profit from investment properties before depreciation	1,528	1,525
Depreciation charge (refer note 25)	(625)	(651)
Profit from investment properties	903	874

(ii) There is no immovable property which is not held in the name of the Group.

(iii) Refer note 34(f) for details with regard to assets given on operating lease.

(iv) Fair value of investment properties:

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Land	15,116	13,598
Building	8,797	9,034
	23,913	22,632

The above valuations are based on valuations performed by '**Colliers International India Property Services Private Limited**', an accredited independent valuer. They specialise in valuing these types of investment properties and is a registered valuer as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017. A valuation model in accordance with that recommended by the International Valuation Standards Committee has been applied.

Description of valuation techniques used and key inputs to valuation on investment properties:

Investment properties Valuation	Technique
Land	Direct Comparison Approach for underlying land
Building	Depreciated Replacement Cost Method for built up structures

Direct Comparison Approach for underlying land:

The Direct Comparison Approach involves a comparison of the property being valued to similar properties that have actually been sold in arms length transactions or are offered for sale. This approach demonstrates what buyers have historically been willing to pay (and sellers willing to accept) for similar properties in a competitive market and is particularly useful in estimating the value of the land and properties that are typically traded on a unit basis. To ascertain the comparable transactions quotes, valuer would undertake an on ground market research exercise involving interactions with local market players such as real estate brokers, accumulators, etc. The data would be collated with respect to the general transaction activity in the subject regions. Post establishing the prevalent values in the subject micro markets, the value of the subject properties would be ascertained through an adjustment of the comparable collated.

Depreciated Replacement Cost Method for built up structures:

The Depreciated Replacement Cost Method involves assessing the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization. Depreciation refers to adjustments made to the cost of an equivalent asset to reflect any comparative obsolescence (such as physical deterioration, functional or economic obsolescence) that affects the subject asset over the remaining life of the subject asset at the valuation date with its expected total life (economic life of the property). The physical life is how long the asset, ignoring any potential for refurbishment or reconstruction, could be used before the asset would be completely worn out or beyond economic repair. The economic life is how long it is anticipated that the asset could generate returns or provide a financial benefit.

NOTE - 6 INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

[₹ in Millions (Mio INR)]

	Amount	
	As at March 31, 2026	As at March 31, 2025
Unquoted equity investments		
Jointly Controlled Entity:		
PreBo Automotive Private Limited, equity shares of Rs.10/- each fully paid	64	64
Add: Share of profit for earlier years in Jointly Controlled Entity	68	42
Add: Share of profit/(loss) for current year in Jointly Controlled Entity	28	26
Associate (also a fellow subsidiary):		
Newtech Filter India Private Limited, equity shares of Rs.10/- each fully paid	175	175
Less: Share of loss for earlier years in Associate	(55)	(61)
Add: Share of profit for current year in Associate	8	6
Associate:		
AutoZilla Solutions Private Limited- Compulsory Convertible Preference Shares of Rs.10/- each fully paid	132	132
AutoZilla Solutions Private Limited- Equity shares of Rs.10/- each fully paid	1	1
Less: Share of loss for earlier years in Associate	(29)	(19)
Less: Share of loss for current year in Associate	(4)	(10)
	388	356

NOTE - 7 (A): INVESTMENTS

(i) Non-current investments

[₹ in Millions (Mio INR)]

		Number		Amount	
		As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
(a)	**Investments designated at FVOCI:**				
(i)	**Quoted investments - Equity Shares**				
	ICICI Bank Limited	2,404,105	2,404,105	2,899	3,242
	Equity shares of Rs.2/- each fully paid				
	HDFC Bank Limited (refer note 1 below)	12,194,128	6,097,064	8,923	11,148
	Equity shares of Rs.1/- each fully paid				
(ii)	**Unquoted investments**				
	Investments in Nivaata Systems Private Limited				
	Equity Shares of Rs. 10/- each (refer note 2 below)	-	1,298	-	17
	Compulsory Convertible Preference Shares of Rs. 10/- each	-	9,998	-	131
	Investments in Zeliot Connected Services Private Limited				
	Compulsorily Convertible Preference Shares of Rs. 100/- each	2,100	2,100	37	37
	Equity Share of Rs. 100/- each	2,467	2,467	3	3
	Investments in AMP Solar Infrastructure Private Limited				
	Equity Shares of Rs. 10/- each	128,460	128,460	1	1
	Compulsory Convertible Debentures of Rs.1,000/- each	71,738	71,738	72	72
	Investments in AMP Energy C&I Eight Private Limited				
	Equity Shares of Rs. 10/- each	4,370,000	4,370,000	44	44
(b)	**Investment in mutual funds at FVTPL:**				
(i)	**Quoted investments**				
	ICICI Prudential Mutual Fund				
	ICICI Prudential Nifty SDL Sep 2027 Index Fund - Direct Plan - Growth	19,999,000	19,999,000	258	241

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
ICICI Prudential Short Term Fund - Direct Plan - Growth Option	36,412,801	36,412,801	2,493	2,333
ICICI Prudential Fixed Maturity Plan Series 88 - 1226 days plan F - Direct Plan - Growth	-	9,999,500	-	118
ICICI Prudential Corporate Bond Fund - Direct Plan - Growth	96,223,072	96,223,072	3,124	2,940
DSP Mutual Fund				
DSP Corporate Bond Fund-Growth -Direct plan	72,367,665	72,367,665	1,225	1,148
DSP Banking & PSU Fund-Growth -Direct plan	13,223,633	13,223,633	338	323
DSP Nifty SDL Plus G-Sec Jun 2028 30/70 Index Fund - Direct - Growth Option	24,998,750	24,998,750	326	305
DSP FMP Series - 267 - 1246 Days - Direct - Growth	-	19,999,000	-	238
HDFC Mutual Fund				
HDFC FMP 1861D March 2022 - Series 46 - Direct - Growth	24,998,750	24,998,750	325	303
HDFC Corporate Bond Fund Direct Growth	16,369,009	16,369,009	558	533
HDFC Floating Rate Debt Fund-Direct Plan-Wholesale Option-Growth Option units of Rs.10/- each (Formerly known as HDFC Floating Rate Income Fund - Short Term Plan - Growth - Direct Plan Units of Rs.10/- each)	12,218,255	12,218,255	636	597
HDFC Short Term Debt Fund-Direct Plan -Growth Option units of Rs.10/- each (Formerly known as HDFC Short Term Opportunities Fund - Direct Plan -Growth Option units of Rs.10/- each)	110,556,079	110,556,079	3,799	3,569
HDFC Nifty G Sec Dec 2026 Index Fund Direct Growth	-	19,999,000	-	239
HDFC Nifty G Sec Jun 2027 Index Fund Direct Growth	9,999,500	9,999,500	128	119
SBI Mutual Fund				
SBI Banking and PSU Fund Direct Growth	185,974	185,974	636	602
SBI Short Term Debt Fund - Direct Fund - Growth	151,457,201	151,457,201	5,364	5,045
SBI CPSE Bond Plus SDL Sep 2026 50:50 Index Fund - Direct Plan Growth	-	30,024,922	-	362
SBI Fixed Maturity Plan (FMP) - Series 55 (1849 days) Direct - Growth Option	-	39,998,000	-	487
SBI Fixed Maturity Plan (FMP)- Series 61 (1927 Days) - Direct - Growth Option	24,998,750	24,998,750	324	303
SBI Corporate Bond Fund - Direct Plan - Growth	135,386,837	135,386,837	2,234	2,113
SBI Fixed Maturity Plan (FMP) - Series 73 (1226 Days) - Direct - Growth	-	14,999,250	-	177
UTI Mutual Fund				
UTI Fixed Term Income Fund - Series XXXV - I (1260 days) - Direct Plan Growth	-	19,999,000	-	238
UTI Corporate Bond Fund - Direct Plan Growth	51,240,787	51,240,787	888	839
UTI Corporate Bond Fund Fund - Growth - Regular Plan	6,963,537	6,963,537	118	112
UTI Short Duration Fund - Direct - Growth	112,459,462	112,459,462	3,932	3,709
Bandhan Mutual Fund				
Bandhan Bond Fund-Short Term Plan-Growth-(Direct Plan) (Formerly known as IDFC Bond Fund-Short Term Plan-Growth-Direct Plan)	33,012,345	33,012,345	2,097	1,973
Bandhan Banking & PSU Debt Fund-Direct Plan-Growth (Formerly known as IDFC Banking & PSU Debt Fund-Direct Plan-Growth)	53,476,582	53,476,582	1,403	1,325

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Bandhan Corporate Bond Fund Direct Growth	156,326,160	156,326,160	3,210	3,025
Bandhan CRISIL IBX GILT April 2026 Index Fund - Direct - Growth (Formerly known as IDFC CRISIL IBX GILT April 2026 Index Fund - Direct - Growth Option of Rs.10/- each)	-	24,998,750	-	299
Tata Mutual Fund				
Tata Nifty SDL Plus AAA PSU Bond Dec 60:40 Index Fund - Direct Plan - Growth	-	39,998,000	-	487
Tata Short Term Bond Fund Direct Plan - Growth	27,407,635	27,407,635	1,501	1,421
Tata Crisil - IBX gilt index - April 2026 index fund - Direct Plan - Growth	-	35,021,364	-	420
Aditya Birla Sun Life Mutual Fund (Formerly known as Birla Sun Life Mutual Fund)				
Aditya Birla Sun Life Fixed Term Plan - Series TI (1837 days) - Direct - Growth	-	59,997,000	-	751
Aditya Birla Sun Life Fixed Term Plan - Series TQ (1879 days) - Direct - Growth	19,999,000	19,999,000	259	242
Aditya Birla Sun Life CRISIL IBX GILT - April 2026 Index Fund - Direct Growth	-	14,999,250	-	180
Aditya Birla Sun Life Corporate Bond Fund - Growth - Direct Plan	30,101,457	30,101,457	3,549	3,385
Aditya Birla Sun Life Nifty SDL Plus PSU Bond Sep 2026 60:40 Index Fund Direct Growth	-	24,993,002	-	303
Aditya Birla Sun Life CRISIL IBX 60:40 SDL + AAA PSU - Apr 2027	39,998,000	39,998,000	513	479
Kotak Mutual Fund				
Kotak FMP Series 300 - Direct Plan - Growth	-	14,999,250	-	177
Kotak Nifty SDL Apr 2027 Top 12 Equal Weight Index Fund - Direct Plan - Growth	20,070,652	20,070,652	260	242
Kotak Bond (Short Term) - Direct Plan - Growth	78,914,371	78,914,371	4,698	4,423
Kotak Corporate Bond Fund - Direct Growth	448,480	448,480	1,830	1,726
Total			**58,005**	**62,546**
Aggregate amount of quoted investments (A)				
Investments carried at amortized cost			-	0
Investments carried at FVOCI			11,822	14,390
Investments carried at FVTPL			46,026	47,851
			57,848	**62,241**
Aggregate amount of unquoted investments (B)				
Investments carried at cost (refer note 6)			388	356
Investments carried at FVOCI			157	305
			545	660
Total amount of Non-current investments (A + B)			**58,393**	**62,902**
Aggregate amount of market value of quoted investments			57,848	62,241
Aggregate amount of impairment in the value of investments			-	-

Notes:

1) Pursuant to the bonus issue announced by HDFC Bank Limited during the year, equity shares were allotted in the ratio of (1:1) (i.e., 1 bonus equity share(s) for every 1 existing equity share(s) held), without any additional consideration. Consequently, the number of shares held increased accordingly, while the aggregate carrying value/cost of investment remained unchanged.

2) During the current year, the Company sold its entire stake in Nivaata Systems Private Limited for a consideration of Mio INR 184 and accordingly recognized a profit of Mio INR 36 in Other Comprehensive Income

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(ii) Current investments

[₹ in Millions (Mio INR)]

		Number		Amount	
		As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
	Quoted investments				
(a)	**Investments in bonds at amortized cost:**				
	Indian Railway Finance Corporation Limited				
	7.07% Tax Free secured bonds of Rs.1,000/- each	0	90,600	0	91
	National Highway Authority of India Limited				
	7.14% Tax Free secured bonds of Rs.1,000/- each	0	85,709	0	86
	National Thermal Power Corporation Limited				
	7.11% Tax Free secured bonds of Rs.1,000/- each	0	37,474	0	37
(b)	**Investments in mutual funds at FVTPL:**				
	ICICI Prudential Mutual Fund				
	ICICI Pru Liquid Fund - Direct - Growth	981,706	-	400	-
	ICICI Prudential Savings Fund - Direct Plan - Growth	5,445,037	5,450,343	3,144	2,941
	ICICI Pru Money Market Fund - Direct - Growth	1,762,880	-	708	-
	ICICI Prudential Fixed Maturity Plan Series 88 - 1226 days plan F - Direct Plan - Growth	9,999,500	-	126	-
	SBI Mutual Fund				
	SBI Magnum Ultra Short Duration Fund Direct Growth	11,233	11,233	72	67
	SBI Fixed Maturity Plan (FMP) - Series 55 (1849 days) Direct - Growth Option	39,998,000	-	522	-
	SBI Fixed Maturity Plan (FMP) - Series 73 (1226 Days) - Direct - Growth	14,999,250	-	188	-
	DSP Mutual Fund				
	DSP Low Duration Fund - Direct Plan-Growth	33,404,195	33,404,195	713	670
	DSP FMP Series - 267 - 1246 Days - Dir - Growth	19,999,000	-	254	-
	Bandhan Mutual Fund				
	Bandhan Low Duration Fund-Growth-(Direct Plan) (Formerly known as IDFC Low Duration Fund-Growth-Direct Plan)	11,677,839	11,677,839	482	452
	Bandhan Money Market Fund - Direct - Growth	11,206,105	-	512	-
	Tata Mutual Fund				
	Tata Treasury Advantage Fund Direct Plan - Growth	201,236	201,236	849	797
	Tata Nifty SDL Plus AAA PSU Bond Dec 60:40 Index Fund - Direct Plan - Growth	39,998,000	-	521	-
	UTI Mutual Fund				
	UTI Liquid Fund - Direct - Growth	177,423	-	802	-
	UTI Money Market Fund - Direct - Growth	269,035	-	1,020	-
	UTI Fixed Term Income Fund - Series XXXV - I (1260 days) - Direct Plan Growth	19,999,000	-	253	-
	HDFC Mutual Fund				
	HDFC Low Duration Fund Direct Growth	49,854,514	17,766,620	3,267	1,089
	HDFC Money Market Fund - Direct - Growth	166,275	-	1,015	-
	Aditya Birla Sun Life Mutual Fund (Formerly known as Birla Sun Life Mutual Fund)				
	Aditya Birla Sun Life Low Duration Fund Direct Growth	3,271,294	1,358,473	2,489	967
	ABSL Money Manager Fund - Direct - Growth	1,020,108	-	400	-
	Aditya Birla Sun Life Fixed Term Plan - Series TI (1837 days) - Direct - Growth	59,997,000	-	802	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Number		Amount	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Kotak Mutual Fund				
Kotak Low Duration Fund Direct Growth	427,700	421,372	1,632	1,503
Kotak Money Market Fund - Direct - Growth	90,736	-	431	-
Kotak FMP Series 300 (1233 days) - Direct Plan - Growth	14,999,250	-	188	-
Nippon Mutual Fund				
Nippon India Low Duration Fund - Regular - Growth	245,020	-	1,018	-
Total			**21,808**	**8,700**
Aggregate amount of quoted investments				
Investments carried at amortized cost			-	214
Investments carried at FVTPL			21,808	8,486
Total amount of Current investments			**21,808**	**8,700**
Aggregate amount of market value of quoted investments			21,808	8,709
Aggregate amount of impairment in the value of investments			-	-

NOTE - 7 (B) : TRADE RECEIVABLES

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Trade receivables [refer note (b) below]				
- Related parties [refer note (a) & (b) below]	3,331	-	2,893	-
- Others	24,716	-	21,045	-
Unbilled revenue				
- Related parties	65	-	91	-
- Others	91	485	155	804
Less: Allowance for credit losses [refer note 30 (A)(i)]	(476)	-	(534)	-
	27,727	**485**	**23,650**	**804**

Note:

(a) Includes dues from private companies where directors are interested is Mio INR 758 (March 31, 2025: Mio INR 848) [refer note 36]

(b) Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days.

Details of secured and unsecured

[₹ in Millions (Mio INR)]

Trade receivables	As at March 31, 2026	As at March 31, 2025
Secured, considered good	-	-
Unsecured, considered good	27,571	23,404
Increase in credit risk	-	-
Credit impaired	476	534
Gross receivables	28,047	23,938
Unbilled revenue	641	1,050
Allowance for expected credit losses	(476)	(534)
Total trade receivables	**28,212**	**24,454**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

Trade receivables ageing

As at March 31, 2026

[₹ in Millions (Mio INR)]

Particulars	Current but not due	Outstanding for following periods from due date of payment					
		< 6 Months	6 Months – 1 Year	1-2 Years	2-3 Years	> 3 years	Total
Undisputed trade receivables - considered good	25,409	2,145	15	0	2	0	27,571
Undisputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables - credit impaired	-	80	196	78	32	40	426
Disputed trade receivables - considered good	-	-	-	-	-	-	-
Disputed trade receivables - which have significant increase in credit risk	-	-	-		-	-	-
Disputed trade receivables - credit impaired	-	-	0	1	6	43	50
Gross receivables	25,409	2,225	211	79	40	83	28,047
Unbilled revenue	641	-	-	-	-	-	641
Less: Allowance for credit losses							(476)
Net receivables							**28,212**

As at March 31, 2025

[₹ in Millions (Mio INR)]

Particulars	Current but not due	Outstanding for following periods from due date of payment					
		< 6 Months	6 Months – 1 Year	1-2 Years	2-3 Years	> 3 years	Total
Undisputed trade receivables - considered good	21,067	2,255	78	4	-	-	23,404
Undisputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables - credit impaired	-	98	210	50	70	25	453
Disputed trade receivables - considered good	-	-	-	-	-	-	-
Disputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables - credit impaired	0	1	1	2	5	72	81
Gross receivables	21,067	2,354	289	56	75	97	23,938
Unbilled revenue	1,050	-	-	-	-	-	1,050
Less: Allowance for credit losses							(534)
Net receivables							**24,454**

[₹ in Millions (Mio INR)]

Movement of expected credit loss:	As at March 31, 2026	As at March 31, 2025
Expected credit loss allowance		
At the beginning of the year	(534)	(586)
Provision made during the year (net)	(150)	(83)
Utilized/ reversed during the year (net)	208	135
At the end of the year	(476)	(534)

NOTE - 7 (C) : LOANS

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Secured, considered good (carried at amortized cost)				
Loan to related parties (refer note 36)	9,500	-	13,695	-
Unsecured, considered good (carried at amortized cost)				
Loan to directors (refer note 36)	1	3	1	4
Loan to employees	107	103	79	126
	9,608	**106**	**13,775**	**130**

Disclosure required under Section 186(4) of the Companies Act, 2013

Included in loans and advances are certain intercorporate loans, the particulars of which are disclosed below as required by Sec 186(4) of the Companies Act, 2013.

[₹ in Millions (Mio INR)]

Name of the loanee	Rate of Interest	Due Date	Secured/ unsecured	March 31, 2026	March 31, 2025
Bosch Rexorth (India) Private Limited	9.10% - 9.55%	Multiple	Secured	500	1,000
BSH Household Appliances Manufacturing Private Limited	8.90% - 9.55%	Multiple	Secured	4,500	6,500
Bosch Automotive Electronics India Private Limited	9.10% - 9.55%	Multiple	Secured	4,500	6,190
Bosch Mobility Platform and Solutions India Private Limited	9.40% - 9.40%	NA	Secured	-	5
Total				**9,500**	**13,695**

Robert Bosch Gmbh, Federal Republic of Germany (Ultimate Holding Company) has guaranteed principal and interest amount for all the loans issued within the Bosch Group.

There are no loans that are granted to promoters, directors, KMPs and the related parties (as defined under the Companies Act, 2013), that are repayable on demand or without specifying any terms or period of repayment.

NOTE - 7 (D) : CASH AND CASH EQUIVALENTS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Balances with banks		
- on current accounts	95	214
- on Exchange Earner's Foreign Currency ("EEFC") accounts	115	342
- deposit accounts with original maturity of less than 3 months	3,754	2,973
Cash on hand	0	0
	3,964	**3,529**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 7 (E) : OTHER BANK BALANCES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Deposit accounts with original maturities greater than 3 months but less than 12 months (refer note below)	7	1,508
Margin money*	6	6
Unpaid dividend accounts	47	36
Other bank balances**	2	-
	62	**1,550**

Note: Refer note 7(f) for Deposits having original maturity more than 12 months and remaining maturity greater than 12 months

* Margin money includes deposit with banks which is restricted for use in foreign exchange settlements towards merchanting trade transactions.

** Other bank balances of 2 MINR is held in a separate bank account designated as "Unspent CSR Account" in compliance with the requirements of Section 135 of the Companies Act, 2013 read with the Companies (CSR Policy) Rules, 2014. The balance in this account is restricted for use towards ongoing Corporate Social Responsibility (CSR) projects and is not available for general use by the Company.

NOTE - 7 (F) : OTHER FINANCIAL ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Interest accrued on financial assets at amortized cost	1,366	-	1,456	-
Others (include non-trade receivables)	99	-	5	-
Balance in deposit accounts with original maturity of more than 12 months*	37,380	5,320	32,812	2,800
Security deposits**	-	363	-	488
	38,845	**5,683**	**34,273**	**3,288**

Note: * Balance shown under current reflects deposit accounts with original maturity of more than 12 months and remaining maturity less than 12 months as at reporting date.

** Includes deposits amounting to Mio INR 125 (PY: Mio INR 125) reclassed from other non-current assets

NOTE - 8 DEFERRED TAX ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Deferred tax relates to the following:		
Written down value (WDV) of depreciable property, plant & equipment and investment properties	2,479	2,439
Carrying value of right of use assets	(264)	(269)
Carrying value of lease liabilities	299	298
Carrying value of investments	(2,820)	(2,232)
Expenses allowable for tax purposes when paid and other timing differences	874	1,035
Net deferred tax assets	**568**	**1,271**

Reconciliation of deferred tax assets

[₹ in Millions (Mio INR)]

	Carrying value of investments as per books and for the purpose of income tax*	Carrying value of right of use assets	Carrying value of lease liabilities	WDV of depreciable property, plant and equipment	Expenses allowable on payment basis and other timing differences	Total
As at April 1, 2024	(813)	(79)	99	2,431	1,239	2,877
(Charged)/ Credited						
- to consolidated Statement of Profit and Loss	(889)	(190)	199	8	(204)	(1,076)
- to Other Comprehensive Income	(530)	-	-	-	-	(530)
As at March 31, 2025	(2,232)	(269)	298	2,439	1,035	1,271
(Charged)/ Credited						
- to consolidated Statement of Profit and Loss	(593)	5	1	40	(161)	(708)
- to Other Comprehensive Income	5	-	-	-	-	5
As at March 31, 2026	(2,820)	(264)	299	2,479	874	568

*Note: The Finance (No. 2) Act, 2024 (the "Act"), which was passed and enacted on August 16, 2024, announced changes to Capital Gains provision with effect 23 July 2024. The Act amended the long-term tax rate on Capital Gains from 20% (unlisted securities with indexation)/ 10% (listed securities without indexation) to 12.5% (without indexation). Pursuant to such amendment, the Company has remeasured the carrying value of deferred tax relating to capital gains and accounted for increase in deferred tax expenses amounting to Mio INR 356 through Statement of Profit and Loss and Mio INR 187 through other comprehensive income for the year ended March 31, 2025.

NOTE - 9 OTHER NON-CURRENT ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Capital advances	198	71
Gratuity Fund (Plan assets) [refer note 28]	4	102
Balances recoverable from tax authorities	532	905
	734	**1,078**

Note: Refer Note 7(f) regarding reclassification of security deposits during the current year

NOTE - 10 INVENTORIES

(at lower of cost and net realizable value)

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Raw materials	5,410	4,634
Work-in-progress	1,247	922
Finished goods	2,973	3,310
Traded goods	10,921	10,033
Stores and spares	290	238
Loose tools	401	286
	21,242	**19,423**

(a) Inventories include the following as goods-in-transit

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Raw materials	1,934	1,488
Traded goods	4,301	3,700
Loose tools	15	15
	6,250	5,203

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(b) Amount of inventories recognized as an expense on account of write-off is Mio INR 399 [2024-25: Mio INR 558].

(c) Write-down/(reversal of write-down of earlier years) of the inventories to net realizable value amounted to Mio INR 81 [2024-25: Mio INR 65]. These were recognized as an expense/ (reversal of expense) during the year and included in note 20 and note 22 in the Standalone Statement of Profit and Loss.

NOTE - 11 OTHER CURRENT ASSETS

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Balance with government authorities	645	684
Deferred expense	76	61
Contract Work-in-progress (refer note 32)	3,584	2,602
Advance to vendors	260	280
Others (includes balances from tax authorities, prepaid expenses and other advances)	927	829
	5,492	**4,456**

NOTE - 12 ASSETS HELD FOR SALE

(a) (a) 'On January 28, 2025, the Board of Directors of the Company approved to execute the Business Transfer Agreement with Keenfinity India Private Limited ("the Purchaser") for transfer of its "Video solutions, Access and Intrusions and Communication systems" Business (Specified Business) with carrying value of net assets of Mio INR 506 as at March 31, 2025, by way of slump sale for the agreed purchase consideration of Mio INR 5,950 (with a purchase price adjustment). As at March 31, 2025, the Company had received consideration of Mio INR 4,463 for the said sale. The transfer of business is completed on May 01, 2025.

The specified business did not get qualified as a separate major line of business under IND AS 105 : Non current Assets held for sale and discontinued operations and accordingly had not considered the same as a "discontinued operation" for the purpose of the consolidated financial statements during the previous year.

(b) The major classes of assets and liabilities held for sale as on the reporting date are, as follows:

[₹ in Millions (Mio INR)]

		As at March 31, 2026	As at March 31, 2025
A	**Assets held for sale**		
	Property, plant and equipment	-	4
	Inventories	-	617
	Trade receivables	-	577
	Other assets held for sale	-	4
		-	**1,202**
B	**Liabilities directly associated with the assets held for sale**		
	Trade payables	-	584
	Other financial liabilities	-	58
	Provision for employee benefits	-	54
	Advance consideration for assets held for sale	-	4,463
		-	**5,159**

(c) Refer Note 40 regarding the transfer of business during the current year and related disclosure under "exceptional items"

NOTE - 13 EQUITY SHARE CAPITAL AND OTHER EQUITY

(Note 13(a) : Equity Share capital

Authorised equity share capital

Equity Shares of Rs. 10/- each	No of shares	Amount
As at April 1, 2024	3,80,51,460	381
Increase/ (decrease) during the year	-	-
As at March 31, 2025	3,80,51,460	381
Increase/ (decrease) during the year	-	-
As at March 31, 2026	3,80,51,460	381

(i) Movements in equity share capital (issued, subscribed and fully paid up) (with voting rights):

	No of shares	Amount
As at April 1, 2024	2,94,93,640	295
Increase/ (decrease) during the year	-	-
As at March 31, 2025	2,94,93,640	295
Increase/ (decrease) during the year	-	-
As at March 31, 2026	2,94,93,640	295

Terms/rights attached to equity shares:

The Company has only one class of equity shares having par value of Rs.10 per share. Each holder of equity shares is entitled to one vote per share. The Group declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

As per the records of the Company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents legal ownership of shares.

(ii) Equity shares held by the holding Company and subsidiary of the holding Company (with voting rights):

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Robert Bosch Internationale Beteiligungen AG, the Holding Company, also a subsidiary of the Ultimate Holding Company	1,99,84,324	200	1,99,84,324	200
Bosch Global Software Technologies Private Limited (formerly known as 'Robert Bosch Engineering and Business Solutions Private Limited'), India, subsidiary of the Ultimate Holding Company	8,20,900	8	8,20,900	8

Robert Bosch GmBH is the Ultimate Holding Company.

(iii) Details of Equity shares held by shareholders holding more than 5% of the aggregate equity shares in the Group (with voting rights):

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Shareholding %	No. of shares	Shareholding %
Robert Bosch Internationale Beteiligungen AG, the Holding Company, also a subsidiary of the Ultimate Holding Company	1,99,84,324	67.76%	1,99,84,324	67.76%

(iv) There are no shares reserved for issue under options and contracts/ commitments. Further, there are no shares that have been allotted during last 5 years pursuant to a contract without payment being received in cash, or by way of bonus shares.

(v) The Group did not buy back any shares during the period of five years immediately preceeding the reporting date.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

Details of shares held by promoter group

For the year ended March 31, 2026

S. No.	Promoter Name	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of Total Shares	% change during the year
1	Robert Bosch Internationale Beteiligungen AG	1,99,84,324	-	1,99,84,324	67.76%	-
2	Bosch Global Software Technologies Private Limited	8,20,900	-	8,20,900	2.78%	-

For the year ended March 31, 2025

S. No.	Promoter Name	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of Total Shares	% change during the year
1	Robert Bosch Internationale Beteiligungen AG	1,99,84,324	-	1,99,84,324	67.76%	-
2	Bosch Global Software Technologies Private Limited	8,20,900	-	8,20,900	2.78%	-

Note 13(b) : Reserves and surplus

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Capital reserve [refer note (i)]	39	39
Securities premium [refer note (ii)]	8	8
Capital redemption reserve [refer note (iii)]	86	86
General reserve [refer note (iv)]	190	190
Retained earnings [refer note (v)]	1,36,973	1,24,092
	1,37,296	**1,24,415**

(i) Capital reserve

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	39	39
Changes during the year	-	-
Closing balance	39	39

(ii) Securities premium

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	8	8
Changes during the year	-	-
Closing balance	8	8

(iii) Capital redemption reserve

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	86	86
Changes during the year	-	-
Closing balance	86	86

(iv) General reserve

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	190	190
Changes during the year	-	-
Closing balance	190	190

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(v) Retained earnings

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	1,24,092	1,08,923
Net profit for the year	27,732	20,152
Dividends (refer note no. 31(b))	(15,101)	(5,014)
Items of other comprehensive income recognized in retained earnings	31	-
- Remeasurement of gains on defined benefit plans, (net of tax)	219	31
Closing balance	1,36,973	1,24,092

Note 13(c) : Other reserves

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Opening balance	13,423	11,028
Change in fair value of FVOCI equity instruments, net of tax	(2,531)	2,395
Items of other comprehensive income reclassified to retained earnings	(31)	
Closing balance	**10,861**	**13,423**

Nature and purpose of reserves

Capital reserve: Capital reserve represents profit on sale of businesses of earlier years. The reserve is utilised in accordance with the provisions of the Companies Act, 2013.

Securities premium: Securities premium reserve is used to record the premium on issue of shares. The reserve is utilised in accordance with the provisions of the Companies Act, 2013.

Capital redemption reserve: Reduction in nominal value of share capital on account of buy-back of shares is recorded as capital redemption reserve. The reserve is utilised in accordance with the provisions of the Companies Act, 2013.

General reserve: The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. As the general reserve is created by transfer from one component of equity to another and is not an item of other comprehensive income, items included in General Reserve will not be reclassified subsequently to the Consolidated Statement of Profit and Loss.

Retained earnings: The cumulative gain or loss arising from the operations which is retained by the Group is recognized and accumulated under the heading of retained earnings. At the end of the year, the profit after tax is transferred from the Consolidated Statement of Profit and Loss to the Retained earnings.

FVOCI - equity instruments: The Group has elected to recognise changes in the fair value of investments in equity securities in other comprehensive income. These changes are accumulated within the other equity and are non-recyclable to the Consolidated Statement of Profit and Loss.

NOTE - 14 (A) : OTHER FINANCIAL LIABILITIES

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Unpaid dividend [refer note (a) below]	47	-	36	-
Capital creditors	855	-	200	-
Other payables (includes employee dues etc.)	5,474	40	5,463	78
	6,376	**40**	**5,699**	**78**

Note:

(a) There are no amounts due for payment to the Investor Education and Protection Fund under Section 125 of the Companies Act, 2013 as at the year end.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 14 (B) : TRADE PAYABLES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Trade payables		
- Dues of Micro Enterprises and Small Enterprises [refer note (a) below]	2,318	1,349
- Dues of creditors other than micro enterprises and small enterprises		
Related parties (refer note 36)	19,199	17,030
Others	12,828	11,174
	32,027	28,204
	34,345	**29,553**

Note

(1) Refer Note 17 regarding reclassification of Liability towards Corporate Social Responsibility of previous year amounting to Mio INR 29 under Other Current Liabilities

(2) Trade payables include amounts payable under the supplier finance program. Refer Note 14(c) below

(a) Disclosure under Micro, Small and Medium Enterprises Development Act, 2006.

[₹ in Millions (Mio INR)]

		As at March 31, 2025 and for the year ended March 31, 2026	As at March 31, 2024 and for the year ended March 31, 2025
(i)	Principal amount remaining unpaid to Micro and small enterprise supplier as at the end of each accounting year	2,318	1,349
(ii)	Interest due thereon remaining unpaid to Micro and small supplier as at the end of each accounting year	11	4
(iii)	The amount of interest paid by the buyer in terms of section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year (Refer note below)	(47)	(52)
(iv)	The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding the interest specified under the MSMED Act 2006.	12	10
(v)	The amount of interest accrued and remaining unpaid at the end of each accounting year	67	91
(vi)	The amount of further interest remaining due and payable even in the succeeding periods, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act 2006	-	-

Note : Includes reversal of interest of Mio INR 47 (March 31, 2025: Mio INR 52) provided in earlier years.

NOTE - 14 (C): TRADE PAYABLES - SUPPLIER CREDIT ARRANGEMENT

The Company has established a supplier finance arrangement that is offered to some of the Company's key suppliers in India. Participation in the arrangement is at the suppliers' own discretion. Suppliers that participate in the supplier finance arrangement will receive early payment on invoices sent to the Company from the Company's external finance provider. If suppliers choose to receive early payment, they pay a fee to the finance provider, to which the Company is not party. In order for the finance provider to pay the invoices, the goods must have been received or supplied and the invoices approved by the Company. Payments to suppliers ahead of the invoice due date are processed by the finance provider and, in all cases, the Company settles the original invoice by paying the finance provider in line with the original invoice maturity date described above. Payment terms with suppliers have not been renegotiated in conjunction with the arrangement. The Company provides no security to the finance provider and there is no change in the Company's original obligation towards the supplier.

Accordingly, the trade payables subject to the supplier finance arrangement are included in trade payables in the balance sheet and within trade payables in the table above

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Carrying amount of trade payables that are part of a supplier finance arrangement	3,551	2,143
Of which suppliers have received payment	3,511	2,117

There were no significant non-cash changes in the carrying amount of the trade payables included in the Company's supplier finance arrangement.

Note: Terms and conditions of the above financial liabilities:

- Trade payables are non-interest bearing and are normally settled on 60-day terms, including those trade payables that are included in the Company's supplier finance arrangement
- For terms and conditions with related parties, refer to Note 36

For explanations on the Company's credit risk management processes, refer to Note 30

Trade payables ageing

As at March 31, 2026

[₹ in Millions (Mio INR)]

Particulars	Outstanding for following periods from due date of payment					
	Unbilled or Not due	< 1 year	1-2 years	2-3 years	> 3 years	Total
Undisputed dues of micro enterprises and small enterprises	2,193	102	6	2	15	2,318
Undisputed dues of creditors other than micro enterprises and small enterprises	30,375	1,575			77	32,027
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
Total	**32,568**	**1,677**	**6**	**2**	**92**	**34,345**

As at March 31, 2025

[₹ in Millions (Mio INR)]

Particulars	Outstanding for following periods from due date of payment					
	Unbilled or Not due	< 1 year	1-2 years	2-3 years	> 3 years	Total
Undisputed dues of micro enterprises and small enterprises	1,278	54	2	3	12	1,349
Undisputed dues of creditors other than micro enterprises and small enterprises	27,558	500	21	48	77	28,204
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
Total	**28,836**	**554**	**23**	**51**	**89**	**29,553**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 15 PROVISIONS

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Provision for employee benefits [refer note (a) below]	4,556	1,487	3,801	1,214
Trade demand and others [refer note (a) below]	12,596	14	11,037	12
Warranty [refer note (a) below]	947	-	1,100	-
	18,099	**1,501**	**15,938**	**1,226**

(a) Disclosure under Indian Accounting Standard (Ind AS) 37 on "Provisions, Contingent Liabilities and Contingent Assets" :

Description	Opening balance	Additions during the year	Less: Utilised/ reversed during the year	Closing balance
Provision for employee benefits includes:				
Provision towards restructuring and transformational costs [refer note (i), (ii), (iii) and (iv) below]	1,489	-	-	1,489
	(1,397)	(628)	(536)	(1,489)
Trade demand and others [refer note (i) and (iv) below]	11,049	4,643	3,082	12,610
	(8,938)	(4,263)	(2,152)	(11,049)
Warranty [refer note (i) and (iv) below]	1,100	472	625	947
	(1,042)	(313)	(255)	(1,100)

(i) Nature of the provision has not been given on the grounds that it can be expected to prejudice the interests of the Group. Due to the very nature of such provisions, it is not possible to estimate the timing/ uncertainties relating to their outflows.

(ii) The Group is undergoing major transformation with regard to structural and cyclical changes in automotive market and emerging opportunities in the electro mobility and mobility segment. Owing to this, the Group has carried a provision towards various restructuring and transformational costs.

(iii) Refer note 40 as regards reversal of provision towards restructuring and transformational costs.

(iv) Figures in brackets relate to previous year.

NOTE - 16 NON-CURRENT TAX LIABILITIES/(ASSETS)

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Non-current tax assets(net of provision for tax of Mio INR 20,498 (Mio INR 16,875 as at March 31, 2025))	(1,961)	(2,196)

NOTE - 17 OTHER CURRENT LIABILITIES

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Statutory dues	1,252	1,272
Legal claims outstanding (Indirect taxes)	756	996
Contract liabilities (refer note 32)	4,287	2,771
Advance from customers	373	283
Interest payable on MSME supplier [refer note 14(b)]	67	91
Liability towards Corporate Social Responsibility *	61	29
	6,796	**5,442**

Note: * Previous Year number amounting to Mio INR 29 has been reclassed from Trade Payable

NOTE - 18 OTHER OPERATING REVENUE

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Scrap sales	218	179
Export incentives	280	322
Rental income (refer note 34)	1,693	1,655
Government grants	359	113
Miscellaneous income	1,850	1,785
	4,400	**4,054**

NOTE - 19 OTHER INCOME

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest income		
- On bank and inter corporate deposits	2,963	2,604
- On loans to related parties (refer note 36)	1,115	1,208
- On investment in bonds at amortized cost	10	15
- On refund of income tax	19	94
- On others (refer note below)	376	26
Amortization of deferred income	-	25
Dividend from equity investments designated at FVOCI	191	143
Net gain on financial assets measured at FVTPL	3,850	3,923
Provision/ liabilities no longer required (written back)	16	85
Others	-	16
	8,540	**8,139**

Note:

1) In the current year, the income included Mio INR 203 of interest expense reversal as Bosch has opted for amnesty scheme under GST Act, 2017.

NOTE - 20 COST OF RAW MATERIAL AND COMPONENTS CONSUMED

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Inventory at the beginning of the year	4,634	4,537
Add: Purchases	49,778	40,685
Less: inventory at the end of the year	5,410	4,634
Cost of raw material and components consumed	**49,002**	**40,588**

NOTE - 21 PURCHASES OF TRADED GOODS

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Purchase of traded goods	79,870	74,360
	79,870	**74,360**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 22 (INCREASE)/ DECREASE IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND TRADED GOODS

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening stock		
Finished goods	3,310	2,798
Work-in-progress	922	998
Traded goods	10,033	10,156
Closing stock		
Finished goods	2,973	3,310
Work-in-progress	1,247	922
Traded goods	10,921	10,033
	(876)	**(313)**

NOTE - 23 EMPLOYEE BENEFITS EXPENSES

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries, wages and bonus (refer note 46)*	13,022	12,811
Contributions to provident and other funds (refer note 28 and 46)**	1,273	1,049
Staff welfare expenses	1,163	1,093
	15,458	**14,953**

Note: Includes impact of changes in Labour Codes of Mio INR 206 (PY: NIL)

* Mio INR 40 (PY: NIL) pertaining to past service cost of leave encashment

** Includes Mio INR 166 (PY: NIL) pertaining to past service cost of gratuity

NOTE - 24 FINANCE COSTS

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest expense on lease liabilities [refer note 34(c)]	91	75
Interest on taxes	82	18
Other finance costs (includes interest on security deposits received from dealers, Interest on MSME)	94	78
	267	**171**

NOTE - 25 DEPRECIATION AND AMORTIZATION EXPENSES

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment [refer note 4(a)]	3,080	2,919
Depreciation on investment properties (refer note 5)	625	651
Depreciation on right of use assets [refer note 34(a)]	215	186
	3,920	**3,756**

NOTE - 26 OTHER EXPENSES

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Consumption of stores and spares	740	609
Consumption of tools	2,016	1,549
Power and fuel	1,107	1,160
Repairs to plant and machinery	1,151	962
Repairs to building	458	291
Royalty and technical service fee	4,781	3,720
Rent (refer note 34)	384	381
Rates and taxes	181	322
Insurance	118	126
Expenditure towards Corporate Social Responsibility [refer note (a) below]	415	348
Packing, freight and forwarding	3,336	3,116
Warranty and service expenses	170	292
Travelling and conveyance	953	1,014
Professional and consultancy charges	8,568	8,290
Auditors' Remuneration	27	21
Advertisement and sales promotion expenses	856	786
Computer expenses	1,952	1,940
Miscellaneous expenses [refer note (b) below]	3,176	3,262
	30,389	**28,189**

(a) Expenditure towards Corporate Social Responsibility :

[₹ in Millions (Mio INR)]

	Details of CSR expenditure	For the year ended March 31, 2026	For the year ended March 31, 2025
1	Gross amount required to be spent by the Group during the year	415	348
2	Amount approved by the Board to be spent during the year	413-415	348-350
3	Amount spent during the year ending on other than construction/ acquisition of any asset*	356	319
4	Shortfall at the end of the year	59	29
5	Total of previous year shortfall	2	-
6	Reason for shortfall**	refer ** below	refer ** below

* Includes amount paid to related parties amounting to Mio INR 280 (24-25: Mio INR 175) (Also refer note 36)

**The unspent balance is towards various ongoing projects and amount has been transferred to unspent CSR account for utilization in FY 2026-27 as per provision of the Companies Act 2013.

In case of section 135(6) of the Companies Act, 2013 (Ongoing Project)						
Opening Balance as on April 01, 2025		Amount required to be spent during the year	Amount spent during the year		Closing Balance as on March 31, 2026	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c
29	-	415	356	27	59	2

In case of section 135(6) of the Companies Act, 2013 (Ongoing Project)						
Opening Balance as on April 01, 2024		Amount required to be spent during the year	Amount spent during the year		Closing Balance as on March 31, 2025	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c
-	-	348	319	-	29	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

Nature of CSR activities

All our CSR projects work towards holistic development of the individual and society as below:

- To facilitate an enabling environment for underprivileged children to access quality education and health care services.
- To enhance employability of the underprivileged youth through industry-relevant vocational trainings.
- To engage in socially relevant local projects at Bosch Limited locations for an impactful intervention.

To optimize impact of its CSR activities, Bosch focuses its support and CSR spends on specific pre-determined causes and areas of interventions. The following CSR thrust areas of Bosch Limited are aimed to resolve specific social and community issues and enable the beneficiaries of these programs to secure a better tomorrow:

- Vocational training focused on employable skills
- Health, hygiene and education
- Neighbourhood projects as per the local needs identified by Bosch plants/ offices.

(b) Miscellaneous expenses include:

[₹ in Millions (Mio INR)]

		For the year ended March 31, 2026	For the year ended March 31, 2025
(i)	Provision for expected credit loss allowance (written back)	(58)	(52)
(ii)	Bad debts written off	121	36
(iii)	Exchange difference on account of mark-to-market valuation of outstanding forward contracts	1,350	496
(iv)	Gain/(Loss) on disposal of property, plant and equipment (net)	(0)	3

NOTE - 27 INCOME TAX EXPENSE

This note provides an analysis of the Group's income tax expense, showing how the tax expense is affected by other adjustments and non-deductible items.

(a) Income tax expense

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Tax Expense		
Current tax		
Current tax on profits for the year	7,781	5,930
Adjustments for current tax of prior periods	226	187
Total current tax expenses	**8,007**	**6,117**
Deferred tax		
Decrease/ (Increase) in deferred tax assets	710	1,076
(Decrease)/ Increase in deferred tax liabilities		
Total deferred tax expenses/(benefit)	**710**	**1,076**
Income tax expense	**8,717**	**7,193**

(b) Reconciliation of tax expenses and the accounting profit multiplied by tax rate:

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Profit before income tax expense	36,420	27,326
	36,420	27,326
Tax at the Indian tax rate of 25.168%	9,166	6,877
Effect of non-deductible expense	212	194
Effect of exempt other income/ weighted deduction	(48)	(54)
Effects of indexation benefits of investments	-	-
Effects of difference in tax rate on long term capital gains	(839)	(11)
Adjustments for current tax of prior periods	226	187
Income tax expense	**8,717**	**7,193**

NOTE - 28 EMPLOYEE RETIREMENT BENEFITS

Disclosure on Retirement Benefits as required in Indian Accounting Standard (Ind AS) 19 on "Employee Benefits" are given below:

(a) Post Employment Benefit - Defined Contribution Plans

The Company has recognized an amount of Mio INR 389 (2024-25: Mio INR 382) as expense under the defined contribution plans in the Consolidated Statement of Profit and Loss.

Each year, the Board of Trustees review the level of funding in the India gratuity plan. Such a review includes the asset-liability matching strategy and investment risk management policy. The Board of Trustees ensure that the annual contributions are sufficiently made such that no plan deficits (based on valuation performed) will arise.

(b) Post Employment Benefit - Defined Benefit Plans

The Company makes annual contributions to the Bosch Employees' Gratuity Fund and makes monthly contributions to Bosch Employees (Bangalore) Provident Fund Trust and Bosch Workmen's (Nashik) Provident Fund Trust, funded defined benefit plans for qualifying employees. The Gratuity Scheme provides for lumpsum payment to vested employees at retirement/ death while in employment or on termination of employment of an amount equivalent to 15 days salary payable for each completed year of service or part thereof in excess of six months. Vesting occurs only upon completion of five years of service, except in case of death or permanent disability. Gratuity is payable to all eligible employees of the Company as per the provisions of the Payment of Gratuity Act, 1972.

The Provident Fund Scheme provides for lumpsum payment/ transfer to the member employees at retirement/ death while in employment or on termination of employment of an amount equivalent to the credit standing in his account maintained by the Trusts. The present value of the defined benefit obligation and the related current service cost are measured using the projected unit credit method with actuarial valuation being carried out at each balance sheet date.

(c) Total expense recognized in the Consolidated Statement of profit and loss

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Current service cost*	500	479	233	212
Past service cost	-	-	166	-
Net interest cost				
a. Interest expense on defined benefit obligation (DBO)	*1,104*	*1,000*	*313*	*302*
b. Interest (income) on plan assets	*(1,104)*	*(1,000)*	*(328)*	*(326)*
c. Total net interest cost/ (income)	-	-	(15)	(24)
Defined benefit cost included in Consolidated Statement of Profit and Loss	500	479	384	188

* Total charge recognized in Standalone Statement of Profit and Loss is Mio INR 1,273 (2024-25: Mio INR 1,049) which includes Gratuity and Provident fund contributions (refer note 23).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(d) Remeasurement effects recognized in other comprehensive income (OCI)

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
a. Actuarial (gain)/ loss due to demographic assumption changes in DBO	-	-
b. Actuarial (gain)/ loss due to financial assumption changes in DBO	76	162
c. Actuarial (gain)/ loss due to experience adjustments on DBO	(392)	(125)
d. Return on plan assets (greater)/ less than discount rate	23	(78)
Total actuarial (gain)/ loss included in OCI	(293)	(41)

[₹ in Millions (Mio INR)]

	Provident Fund	
	March 31, 2026	March 31, 2025
a. Actuarial (gain)/ loss on liability	549	(496)
b. Actuarial (gain)/ loss on plan assets	(549)	496
Total actuarial (gain)/ loss included in OCI	-	-

(e) Total cost recognized in comprehensive income

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Cost recognized in Consolidated Statement of Profit and Loss	500	479	384	188
Remeasurement effects recognized in OCI	-	-	(293)	(41)
Total cost recognized in Comprehensive Income	500	479	91	147

(f) Change in defined benefit obligation

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Defined benefit obligation as at the beginning of the year	4,833	4,460
Current Service cost	233	212
Past Service cost	166	-
Interest cost	313	302
Payments from plan assets	(229)	(172)
Acquisition / Divestiture	(38)	(6)
Actuarial (gain)/ loss due to demographic assumption changes in DBO	-	-
Actuarial (gain)/ loss due to financial assumption changes in DBO	76	162
Actuarial (gain)/ loss due to experience adjustments on DBO	(392)	(124)
Defined benefit obligation as at the end of the year	4,962	4,833

[₹ in Millions (Mio INR)]

	Provident Fund	
	March 31, 2026	March 31, 2025
Defined benefit obligation as at the beginning of the year	16,099	13,978
Current service cost	500	479
Interest cost	1,104	1,000
Payments from plan assets	(1,329)	(948)
Transfer in (refer note below)	201	147
Participant contributions	998	947
Actuarial (gain)/ loss	549	496
Defined benefit obligation as at the end of the year	18,122	16,099

Note: 'Transfer in' pertains to transfer of PF accumulated balance to Bosch limited for new employees who have joined Bosch limited during the financial year from other Bosch group companies.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(g) Change in fair value of plan assets

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Fair value of plan assets at beginning of the year	16,099	13,978	4,936	4,699
Expected return on plan assets	1,104	1,000	328	326
Employer contributions	500	479	-	-
Participant contributions	998	947	-	-
Benefit payments from plan assets	(1,329)	(948)	(229)	(172)
Acquisition/ divestiture	-	-	(45)	5
Transfer in/ transfer out	201	147	-	-
Actuarial gain/ (loss) on plan assets	549	496	(23)	78
Fair value of plan assets as at end of the year	18,122	16,099	4,967	4,936

(h) Net defined benefit liability/ (asset)

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Defined benefit obligation	18,122	16,099	4,962	4,833
Fair value of plan assets	18,122	16,099	4,967	4,936
(Surplus)/ deficit recognized in Consolidated Balance Sheet	-	-	(5)	(102)

(i) Expected Company contributions for the next year

[₹ in Millions (Mio INR)]

	Provident Fund	Gratuity
	March 31, 2026	March 31, 2025
Expected Company contributions for the next year	550	238

(j) Reconciliation of amounts in Consolidated balance sheet

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Net defined benefit liability/(asset) at beginning of the year	(102)	(239)
Defined benefit cost included in Consolidated Statement of Profit and Loss	384	188
Total remeasurements included in OCI	(293)	(41)
Acquisition/ divestment	6	(11)
Employer contributions	-	-
Net defined benefit liability/(asset) as at end of the year	(5)	(102)

(k) Current/non current liability/(asset)

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Current liability/(asset)	-	-
Non current liability/(asset)	(5)	(102)
Total	(5)	(102)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(l) Assumptions

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Discount factor [refer note (i) below]	7.20%	6.70%	7.20%	6.70%
Weighted average rate of escalation in salary per annum [refer note (ii) below]	NA	NA	M&SS : 15% Bargainable : 5% for next 9 years, 4% thereafter (BidP & NaP - with increase of 15% once in 5 years commencing from Dec 01, 2021, JaP - with increase of 15% once in 5 years commencing from June 01, 2021, NhP2 - with increase of 15% once in 5 years commencing from August 01, 2023 and GanP - with increase of 15% once in 5 years commencing from April 01,2023)	M&SS : 13% for next year (2026), 10% thereafter Bargainable : 8.5% for 1 year (2026) , 7% for next 8 years & 5% thereafter (BidP & NaP - with increase of 15% once in 5 years commencing from December 01, 2021, Jap - with increase of 15% once in 5 years commencing from June 01, 2021, NhP2 - with increase of 15% once in 5 years commencing from January 01, 2023 and Other Plants - with increase of 15% once in 4 years commencing from Jan 01, 2017 and 5 years from January 01, 2021)
Mortality rate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate

Notes:

(i) The discount rate is based on the prevailing market yield on Government Bonds as at the balance sheet date for the estimated term of obligations.

(ii) (ii) The estimate of future salary increases considered in actuarial valuation takes into account inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

(m) Risk exposures

A large portion of assets consists of government and corporate bonds and rest of assets consists of mutual funds and special deposit account in banks. Through its defined plans, the Company is exposed to a number of risks, the most significant of which are detailed below:

a. Discount rate risk : The defined benefit obligation calculated uses a discount rate based on government bonds. If bond yield falls, the defined benefit obligation will tend to increase. Most of the plan asset investments is in fixed income government securities with high grades and public sector corporate bonds. A small portion of the funds are invested in equity securities.

b. Salary inflation risk : Higher than expected increases in salary will increase the defined benefit obligation.

c. Demographic risk : This is the risk of variability of results due to unsystematic nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria. It is important not to overstate withdrawals because in the financial analysis the retirement benefit of a shorter career employee typically costs less per year as compared to a long service employee.

d. Changes in bond yields: The overall expected rate of return on assets is determined based on the market prices prevailing on that day, applicable to the period over which the obligation is to be settled. The change in expected rate of return on asset and discount rate is due to change in market scenarios. Although this will be partially offset by an increase in the value of the plans bond holdings.

(n) Sensitivity analysis on defined benefit obligation

[₹ in Millions (Mio INR)]

	Gratuity	
	March 31, 2026	March 31, 2025
Discount rate		
a. Discount rate - 50 basis points	5,157	5,037
b. Discount rate + 50 basis points	4,780	4,643
Weighted average increase in salary		
a. Rate - 50 basis points	4,869	4,710
b. Rate + 50 basis points	5,078	4,952

The sensitivity analysis above has been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analysis is based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analysis may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another

(o) Plan assets

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
	% Invested	% Invested	% Invested	% Invested
Government Securities (Central and State)	47	49	51	52
Corporate Bonds (including Public Sector bonds)	40	40	40	41
Others	13	11	9	7
Total	100	100	100	100

(p) Expected future cashflows

The weighted average duration of the defined benefit obligation is 8.90 years (2024-25: 13.63 years). The expected maturity analysis is as follows:

[₹ in Millions (Mio INR)]

	Provident Fund		Gratuity	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Within 1 year	2,549	958	302	316
Between 1-2 years	1,157	1,067	396	313
Between 2-5 years	4,717	4,206	1,464	1,252
From 6 to 10 years	10,349	9,340	2,917	2,636
Total	18,772	15,571	5,079	4,517

NOTE - 29 FAIR VALUE MEASUREMENTS

(i) Financial instruments by category and hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognized and measured at fair value and (b) measured at amortized cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Company has classified its financial instruments into the three levels prescribed under the accounting standard.

An explanation of each level follows underneath the table.

[₹ in Millions (Mio INR)]

	Level	March 31, 2026			March 31, 2025		
		FVPL	FVOCI	Amortized cost	FVPL	FVOCI	Amortized cost
Financial assets							
Investments							
- Equity instruments (Quoted)	1	-	11,822	-	-	14,390	-
- Equity instruments (Unquoted)**	2	-	48	-	-	65	-
- Bonds	3	-	-	-	-	-	214
- Compulsory Convertible Debentures	2	-	72	-	-	72	-
- Compulsory Convertible Preference Shares	2	-	37	-	-	168	-
- Mutual funds	1	67,834	-	-	56,337	-	-
Interest accrued on financial assets at amortized cost	3	-	-	1,366	-	-	1,456
Trade receivables	3	-	-	28,212	-	-	24,454
Loans	3	-	-	9,714	-	-	13,905
Cash and cash equivalents		-	-	3,964	-	-	3,529
Other bank balances		-	-	62	-	-	1,550
Balance in deposit accounts with original maturity of more than 12 months		-	-	42,700	-	-	35,612
Derivative contracts - Foreign exchange forward contracts	2	51					
Others (include non-trade receivables, security deposits etc.)	3	-	-	411	-	-	493
Total financial assets		**67,885**	**11,979**	**86,429**	**56,337**	**14,695**	**81,213**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

	Level	March 31, 2026			March 31, 2025		
		FVPL	FVOCI	Amortized cost	FVPL	FVOCI	Amortized cost
Financial liabilities							
Financial lease liabilities	3	-	-	1,188	-	-	1,183
Trade payables	3	-	-	34,345	-	-	29,553
Unpaid dividend	3	-	-	47	-	-	36
Other payables (includes employee dues, etc.)	3	-	-	5,514	-	-	5,519
Capital creditors	3	-	-	855	-	-	200
Derivative contracts - Foreign exchange forward contracts	2	-	-	-	22	-	-
Total financial liabilities		**-**	**-**	**41,949**	**22**	**-**	**36,491**

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments, tax free bonds and mutual funds that have quoted price. The fair value of all equity instruments which are traded in the stock exchanges is valued using the closing price as at the reporting period. The mutual funds are valued using the closing NAV.

Level 2: The fair value of financial instruments that are not traded in an active market (for market, traded bonds, over-the-counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

** Equity instruments designated at fair value through OCI include investments in equity shares of non-listed companies. The Company holds non-controlling interests (between 2% to 9%) in these companies. These investments were irrevocably designated at fair value through OCI as the Company considers these investments to be strategic in nature.

Note: There have been no transfers between Level 1 and Level 2 during the year ended March 31, 2026 and during the year ended March 31, 2025.

(ii) Valuation technique used to determine fair value

Specific valuation techniques used to value financial instruments include:

- the fair value of forward foreign exchange contracts is determined using forward exchange rates at the balance sheet date
- the fair value of remaining financial instruments is determined using the discounted cash flow analysis

(iii) Valuation process

The finance and accounts department of the Company performs the valuation of financial assets and liabilities required for financial reporting purposes, and report to the Executive Director (ED). Discussions on valuation processes and results are held between the ED and valuation team at least once every three months, in line with the Company's quarterly reporting periods.

The main level 3 inputs are derived and evaluated as follows:

a) Discount rate for loans to employees are determined using prevailing bank lending rate.

b) The fair values of financial assets and liabilities are determined using the discounted cash flow analysis.

(iv) Fair value of financial assets and liabilities measured at amortized cost

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
Trade receivable [refer note 7(b)]	485	485	804	804
Loans [refer note 7(c)]	106	106	130	130
Balance in deposit accounts with original maturity of more than 12 months [refer note 7(f)]	5,320	5,320	2,800	2,800
Security Deposits [refer note 7(f)]	363	363	488	488
Total financial assets	**6,274**	**6,274**	**4,222**	**4,222**
Financial liabilities				
Lease liabilities [refer note 34(b)]	1,095	1,095	980	980
Other financial liabilities [refer note 14(a)]	40	40	78	78
Total financial liabilities	**1,135**	**1,135**	**1,058**	**1,058**

With respect to trade receivables, other receivables, inter-corporate deposit, current portion of loans, cash and cash equivalents, other bank balance, interest accrued, trade payables, capital creditors, employee payables, the carrying amount is considered to be the same as their fair value due to their short-term nature.

NOTE - 30 FINANCIAL RISK MANAGEMENT

The Company's activities exposes it to market risk, liquidity risk and credit risk. In order to minimize any adverse effects on the financial performance of the Company, derivative financial instruments, such as foreign exchange forward contracts and foreign currency option contracts are entered into by the Company to hedge certain foreign currency exposure. Derivatives are used exclusively for hedging and not as trading or speculative instruments.

(A) Credit Risk

Credit risk arises from cash and cash equivalents, instruments carried at amortized cost and deposits with banks, as well as credit exposures to customers including outstanding receivables.

(i) Credit risk management

Credit risk on cash and cash equivalents is limited as the Company generally invests in deposits with banks which have high credit ratings assigned by external agencies. Investments primarily include investment in debt based mutual funds whose portfolios have instruments with high credit rating and government bonds. The Board of Directors periodically review the investment portfolio of the Company. Credit risk on loans given to fellow subsidiaries is guaranteed by the Ultimate Holding Company. Credit risk with respect to trade receivable is managed by the Company through setting up credit limits for customers and also periodically reviewing the credit worthiness of major customers.

Expected credit loss for trade receivables under simplified approach

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Less than 6 months	More than 6 months	Less than 6 months	More than 6 months
Gross carrying amount	27,634	413	23,421	517
Expected credit losses (Loss allowance provision)	(80)	(396)	(99)	(435)
Unbilled revenue	156	485	246	804
Carrying amount of trade receivables (net of impairment)	27,710	502	23,568	886

The gross carrying amount of trade receivables as on March 31, 2026 is Mio INR 28,047 (March 31, 2025 - Mio INR 23,938). During the year, the Company has written off trade receivables amounting to Mio INR 121 (March 31, 2025: Mio INR 36) and it does not expect to receive future cash flows or recoveries from trade receivables previously written off.

(ii) (ii) Reconciliation of loss allowance provision - Trade Receivables

[₹ in Millions (Mio INR)]

Loss allowance as at April 01, 2024	586
Changes in loss allowance	(53)
Loss allowance as at March 31, 2025	534
Changes in loss allowance	(58)
Loss allowance as at March 31, 2026	476

(B) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of internal financing by way of daily cash flow projection to meet obligations when due and to close out market positions. Due to the dynamic nature of the underlying businesses, Company treasury maintains flexibility in funding by maintaining availability of funds.

Management monitors daily and monthly rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. This is generally carried in accordance with standard guidelines. The Company has liquidity reserves in the form of highly liquid assets like cash and cash equivalents, debt based mutual funds, deposit accounts, etc.

(i) Financing arrangements: The Company does not have borrowings as at March 31, 2026 and March 31, 2025. The Company has undrawn borrowing facilities of Mio INR 580 as at March 31, 2026 (March 31, 2025: Mio INR 580)

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Floating rate		
Fund Based		
- Expiring within one year (bank overdraft and other cash facilities)	580	580
- Expiring beyond one year (bank loans)	-	-
	580	580

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(ii) Maturity of Financial liabilities:

The table below summarizes the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for:

a) all non-derivative financial liabilities

b) net and gross settled derivative financial instruments for which the contractual maturities are essential for an understanding of the timing of the cash flows

[₹ in Millions (Mio INR)]

	March 31, 2026		March 31, 2025	
	Less than 1 year	More than 1 year	Less than 1 year	More than 1 year
Trade payables [refer note 14(b)]	34,345	-	29,553	-
Financial Lease liabilities [refer note 34(b)]	166	1,691	203	980
Other financial liabilities [refer note 14(a)]	6,376	40	5,699	78
Total non-derivative liabilities	40,887	1,731	35,485	1,058
Foreign exchange forward contracts	1,980	-	4,138	-
Total derivative liabilities	1,980	-	4,138	-

(C) Market risk

(i) Foreign currency risk

The Company is exposed to foreign exchange risk arising from foreign currency transactions, primarily with respect to USD and EUR. Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the Company's functional currency (INR). The risk is measured through a forecast of highly probable foreign currency cash flows. The objective of the hedges is to minimize the volatility of the INR cash flows of highly probable forecast transaction.

The Company imports and exports goods and services which are predominantly denominated in USD and EUR. This exposes the Company to foreign currency risk. To minimize this risk, the Company hedges using forward contracts and foreign currency option contracts on a net exposure basis.

(a) Foreign currency risk exposure: The Company's exposure to foreign currency risk at the end of the reporting period expressed in Mio INR and in Foreign currency are as follows:

[₹ in Millions (Mio INR)]

	in Mio INR			
	March 31, 2026		March 31, 2025	
	USD	EUR	USD	EUR
Trade receivables	1,346	1,556	1,069	1,318
Exposure to foreign currency risk - assets	1,346	1,556	1,069	1,318
Other financial liabilities	0	578	0	10
Trade payables	5,017	11,228	3,521	8,474
Exposure to foreign currency risk - liabilities	5,017	11,806	3,521	8,484
Net exposure to foreign currency risk	**3,671**	**10,250**	**2,452**	**7,166**

[₹ in Millions (Mio INR)]

	in Foreign currency (in millions)			
	March 31, 2026		March 31, 2025	
	USD	EUR	USD	EUR
Trade receivables	14	14	12	14
Exposure to foreign currency risk - assets	14	14	12	14
Other financial liabilities	0	5	0	0
Trade payables	53	103	41	92
Exposure to foreign currency risk - liabilities	53	108	41	92
Net exposure to foreign currency risk	**39**	**94**	**29**	**78**

(b) Sensitivity: The sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments:

[₹ in Millions (Mio INR)]

	in Mio INR	
	Impact on profit & consequential impact on pre-tax equity	
	March 31, 2026	March 31, 2025
USD Sensitivity		
INR/USD - Increase by 1%*	(37)	(25)
INR/USD - Decrease by 1%*	37	25
EUR Sensitivity		
INR/EUR - Increase by 1%*	(103)	(72)
INR/EUR - Decrease by 1%*	103	72

* Holding all other variables constant

Derivative instruments:

In order to minimize any adverse affects on the financial performance of the Company, derivative instruments in the nature of foreign exchange forward contracts are entered to hedge certain foreign currency risk exposures. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments. The financial instruments outstanding is as below.

Category	As at March 31, 2026	As at March 31, 2025	Buy/Sell	Purpose
Foreign exchange forward contracts:				
-USD	8	38	Buy	Underlying import
-EUR	11	9	Buy	Underlying import

The Company enters into derivative contracts to hedge its foreign currency risk exposures and the Company does not expect any significant impact from such foreign currency risk exposures.

(ii) Cash flow and fair value interest rate risk

(a) Interest rate risk exposure: The Company does not have interest bearing borrowings and interest rate risk is towards opportunity cost on investment in tax free bonds. Company analyzes it based on the sensitivity analysis and manages it by portfolio diversification.

(b) Sensitivity: Profit or loss is sensitive to changes in interest rate for tax free bonds. A change in the market interest level by 100 basis points would have the following effect on the profit before tax:[₹ in Millions (Mio INR)]

	Impact on profit	
	March 31, 2026	March 31, 2025
Interest rates - Increase by 100 basis points*	-	(16)
Interest rates - Decrease by 100 basis points*	-	16

* Holding all other variables constant

(iii) Price risk

(a) Exposure: The Company has invested in equity securities and the exposure is equity securities price risk from investments held by the Company and classified in the balance sheet as fair value through OCI.

(b) Sensitivity: The table below summarizes the impact of increase/decrease of the index in the Company's equity and impact on OCI for the period. The analysis is based on the assumption that the equity index had increased/ decreased by 10% with all other variables held constant, and that all the Company's equity instruments moved in line with the index.

[₹ in Millions (Mio INR)]

	Impact on other components of equity	
	March 31, 2026	March 31, 2025
Price - increase by 10%	1,182	1,439
Price - decrease by 10%	(1,182)	(1,439)

Other components of equity would increase/decrease as a result of gains/ (losses) on equity securities classified as fair value though Other Comprehensive Income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 31 CAPITAL MANAGEMENT

(a) Risk management

The Company has equity capital and other reserves attributable to the equity shareholders, as the only source of capital and the Company does not have any interest bearing borrowings/ debts.

(b) Dividends

[₹ in Millions (Mio INR)]

		March 31, 2026	March 31, 2025
(i)	Dividends recognized		
	Final dividend for the year ended March 31, 2025 of INR 512/- (March 31, 2024 - INR 170/-) per fully paid share	15,101	5,014
		15,101	**5,014**
(ii)	Dividends not recognized at the end of the reporting period		
	In addition to the above dividends, since the year ended, the Directors have recommended the payment of a final dividend of INR 270/- per fully paid equity share (March 31, 2025 - INR 512/-). This proposed dividend is subject to the approval of shareholders in the ensuing annual general meeting.	7,963	15,101
		7,963	**15,101**

NOTE - 32 REVENUE FROM CONTRACTS WITH CUSTOMERS

The Company derives revenues primarily from sale of goods and sale of services.

The Company recognizes revenue under the core principle to depict the transfer of control to the Company's customers in an amount reflecting the consideration the Company expects to be entitled.

Product revenues consist of sales to original equipment manufacturers (OEMs). The Company considers customer purchase orders, which in some cases are governed by master sales agreements, to be the contracts with a customer. In situations where sales are to a distributor, the Company has concluded that its contract is with the distributor as the Company holds contract bearing enforceable rights and obligations only with the distributor. As part of its consideration of the contract, the Company evaluates certain factors including the customer's ability to pay (or credit risk). For each contract, the Company considers the promise to transfer products, each of which is distinct, to be the identified performance obligations.

Revenue from sales to distributors is recognized upon the transfer of control to the distributor. Discounts and sales incentives that are payable to distributors are netted-off with revenue.

In determining the transaction price, the Company evaluates whether the price is subject to refund or adjustment to determine the net consideration to which the Company expects to be entitled. Revenue is recognized when control of the product is transferred to the customer (i.e., when the Company's performance obligation is satisfied). Further, in determining whether control has transferred, the Company considers if there is a present right to payment and legal title, along with risks and rewards of ownership been transferred to the customer.

(a) Cost to obtain a contract with a customer is recognized as an asset and amortized over the period of fulfillment of contract.

Description	Opening balance	Deferred cost	Cost transferred to the Consolidated Statement of profit and loss account	Closing balance
Contract Work-in-progress (Refer note 11)				
	2,602	2,868	(1,886)	3,584
	(4,086)	(602)	(2,086)	(2,602)

Description	Opening balance	Deferred cost	Revenue transferred to the Consolidated Statement of profit and loss account	Closing balance
Contract liabilities (Refer note 17)				
	2,771	3,530	(2,014)	4,287
	(3,940)	(805)	(1,974)	(2,771)

(i) Figures in brackets relate to previous year.

Revenue at disaggregated level	March 31, 2026			March 31, 2025		
	Automotive	Consumer Goods	Others	Automotive	Consumer Goods	Others
Sale of Products	170,618	18,356	1,879	145,963	17,249	6,104
Sale of Services	5,082	1	11	7,492	1	11
Other operating revenue	2,374	3	2,023	2,034	1	2,019

(b) Set out below is the disaggregation of the Company's revenue from contracts with customers by timing of transfer of goods or services:

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Timing of revenue recognition:		
- control transferred at a point in time		
Sale of Products	190,853	169,316
Sale of Services	3,416	6,501
- control transferred over a period of time		
Sale of Services	1,678	1,003
	195,947	176,820

(c) Reconciling the amount of revenue recognized in the statement of profit and loss account with the contracted price

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue as per contracted price	5,097	7,681
Less: Significant financing component	(3)	(177)
Revenue from contracts with Customers	5,094	7,504

NOTE - 33 SEGMENT INFORMATION

(a) Description of segments and principal activities

The Company has its presence across automotive technology, industrial technology, consumer goods and energy and building technology. The Company has bifurcated its operations into "Automotive Products", "Consumer Goods" and "Others" segment. The Company's operations in the automotive business consists of diesel systems, gasoline systems and automotive aftermarket products and services and are aggregated into one reportable segment as 'Automotive Products' in accordance with the aggregation criteria. Aggregation is done due to the similarities of the products and services provided to the customers, similar production processes and similarities in the regulatory environment. The Company's 'Consumer Goods' segment predominantly consists of trading activities in power tools and consumables. The Company also operates in other businesses consisting of Industrial technology, building technology products and services which do not meet the threshold criteria for reporting as separate segments. Therefore, the reportable segment consists of "Automotive Products", "Consumer Goods" and "Others". The Company's Management team is the Chief Operating Decision Maker (CODM) and it monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements.

Revenue by geographical areas is stated on the basis of origin and there are no non-current assets located outside India.

The accounting principles and policies adopted in the preparation of the consolidated financial statements are also consistently applied to record income/ expenditure and assets/ liabilities in individual segments.

The inter-segment revenue have been accounted for based on the transaction price agreed to between segments which is primarily market based.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(b) Details of operating segment

[₹ in Millions (Mio INR)]

	Automotive Products		Consumer Goods		Others		Total	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Revenue								
Sale of products	170,618	145,963	18,356	17,249	1,879	6,104	190,853	169,316
Sale of services	5,082	7,492	1	1	11	11	5,094	7,504
Other operating revenue	2,374	2,034	3	1	2,395	2,371	4,772	4,406
Total Revenue	178,074	155,489	18,360	17,251	4,285	8,486	200,719	181,226
Inter-Segment turnover	-	-	-	-	(372)	(352)	(372)	(352)
External turnover	**178,074**	**155,489**	**18,360**	**17,251**	**3,913**	**8,134**	**200,347**	**180,874**
Cost of materials*	113,435	97,333	13,492	12,842	1,069	4,460	127,996	114,635
Employee benefits expenses	11,820	11,004	972	900	303	582	13,095	12,486
Depreciation and amortization expenses	2,563	1,821	85	153	632	659	3,280	2,632
Other expenses (net of other income)	24,686	22,864	2,595	2,226	770	1,140	28,051	26,230
Total Expense	**152,504**	**133,022**	**17,144**	**16,121**	**2,774**	**6,840**	**172,422**	**155,983**
Result								
Segment result	**25,570**	**22,467**	**1,216**	**1,130**	**1,139**	**1,294**	**27,925**	**24,891**

**Note: Cost of materials includes Cost of raw material and components consumed, Purchases of traded goods and (Increase) / decrease in inventories of finished goods, work-in-progress and traded goods*

***Note: Segment result for Others Segment is after considering effect of Inter-segment revenue elimination.*

[₹ in Millions (Mio INR)]

Revenue from external customers	March 31, 2026	March 31, 2025
India	184,057	165,475
Other countries	16,290	15,399
Total	**200,347**	**180,874**

(c) Reconciliation of profit

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Segment results	**27,925**	**24,891**
Less: Unallocable depreciation and amortization expense	(640)	(1,124)
Less: Unallocable corporate expenditure	(4,682)	(4,393)
Add: Unallocable income	8,521	8,106
Less: Finance costs (refer note 24)	(267)	(171)
Add: Exceptional items (refer note 40)	5,560	14
Profit before tax	**36,417**	**27,323**

(d) Details of segment assets and liabilities

[₹ in Millions (Mio INR)]

Segment assets	March 31, 2026	March 31, 2025
Automotive Products	59,533	53,811
Consumer Goods	6,488	5,895
Others	6,355	6,620
Total segment assets	**72,376**	**66,326**
Segment liabilities		
Automotive Products	59,703	50,680
Consumer Goods	4,231	3,793
Others	868	655
Total segment liabilities	**64,802**	**55,128**

(e) Reconciliation of assets

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Segment assets	**72,376**	**66,326**
Property, plant and equipment and ROU assets	1,766	1,776
Capital work-in progress	1,121	734
Investments accounted for using the equity method	387	356
Investments other than above	79,813	71,246
Other non-current assets	18	493
Deferred tax assets	568	1,271
Cash and cash equivalents	3,964	3,529
Bank balance other than cash and cash equivalents	63	1,550
Loans	9,556	13,703
Other financial assets	44,253	37,141
Other current assets	951	888
Assets classified as held for sale (refer note 12)	-	1,202
Income tax assets	1,961	2,196
Total assets	**216,797**	**202,411**

(f) Reconciliation of liabilities

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Segment liabilities	**64,802**	**55,128**
Trade payables	1,162	1,177
Provisions	459	605
Unpaid dividend	47	36
Other current liabilities	833	1,058
Liabilities directly associated with assets classified as held for sale (refer note 12)	-	5,159
Other financial liabilities	1,042	1,116
Total liabilities	**68,345**	**64,278**

(g) Geographical location of Non-current assets**

[₹ in Millions (Mio INR)]

		March 31, 2026	March 31, 2025
(i)	Located in Company's country of domicile - India		
	Property, plant and equipment	9,110	8,144
	Capital work in progress	3,578	3,961
	Investment properties	5,386	6,014
	Right-of-use assets	2,045	2,065
	Capital advances	198	71
	Gratuity Fund (Plan assets)	4	102
		20,321	**20,357**
(ii)	Located in foreign countries	-	-
		-	**-**

**Non-current assets above excludes Investment in subsidiaries, associates and jointly controlled entity, Financial assets, Deferred tax assets, Income tax assets and Balances with Government authorities

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(h) Other Information

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026				For the year ended March 31, 2025			
	Automotive Products	Consumer Goods	Others	Unallocated	Automotive Products	Consumer Goods	Others	Unallocated
Capital Expenditure (excluding capital advance, capital creditors and ROU)	2,145	109	-	496	2,374	45	-	735
Depreciation and amortization expense	2,478	85	632	510	1,751	152	659	1,008

NOTE - 34 LEASES

Information on leases as per Ind AS 116 on "Leases":

The Company has entered into various lease contracts for building premises used in its operations, which have lease term ranging from 2 years to 4 years. There are several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customization to the leased asset).

(a) Following are the changes in the carrying value of right of use assets:

	Right of Use Assets (Land)	Right of Use Assets (Buildings)	Total
As at March 31, 2024	**996**	**312**	**1,308**
Additions/modifications	-	943	943
Deletions/adjustments	-	-	-
Depreciation expense	(1)	(185)	(186)
As at March 31, 2025	**995**	**1,070**	**2,065**
Additions/modifications	-	195	195
Deletions/adjustments	-	-	-
Depreciation expense	(1)	(214)	(215)
As at March 31, 2026	**994**	**1,051**	**2,045**

The aggregate depreciation is included under depreciation and impairment expense in the Consolidated Statement of Profit and Loss.

(b) The following is the break-up of current and non-current lease liabilities:

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Lease Liabilities	93	1,095	203	980

(c) The following is the movement in the lease liabilities for the year ended March 31, 2026 and March 31, 2025:

[₹ in Millions (Mio INR)]

	Lease Liabilities
As at April 01, 2024	**393**
Additions/Modifications	943
Deletions	-
Accretion of interest	75
Lease rentals paid	(228)
As at March 31, 2025	**1,183**
Additions/Modifications	195
Deletions	-
Accretion of interest	92
Lease rentals paid	(282)
As at March 31, 2026	**1,188**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

(d) The table provides details regarding contractual liabilities of lease liabilities as at March 31, 2026 and March 31, 2025 on an undiscounted basis:

[₹ in Millions (Mio INR)]

Undiscounted future cash outflows	As at March 31, 2026	As at March 31, 2025
- Not later than 1 year	166	269
- Later than 1 year and not later than 5 years	504	441
- Later than 5 years	1,187	1,168

The Company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when they fall due.

(e) Rental expense recorded for short-term leases and for leases without fixed contractual commitment was Mio INR 384 for the year ended March 31, 2026 (2024-25: Mio INR 381).

(f) Operating Lease Income :

The Company has leased out certain office spaces that are renewable on a periodic basis. All leases are cancellable with 3 months notice. Rental income received during the year in respect of operating lease is Mio INR 1,693 (2024-25: Mio INR 1,655). Details of assets given on operating lease as at respective year end are as below.

[₹ in Millions (Mio INR)]

	Gross Block		Accumulated Depreciation		Written down value		Depreciation for the year	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Land	38	38	-	-	38	38	-	-
Buildings	8,793	8,798	3,446	2,822	5,347	5,976	625	651
Total	8,831	8,836	3,446	2,822	5,385	6,014	625	651

(g) The table provides details regarding future lease recievables as at March 31, 2026 and March 31, 2025 on an undiscounted basis:

[₹ in Millions (Mio INR)]

Undiscounted future cash inflows	March 31, 2026	March 31, 2025
- Upto 5 years	929	2,501
- Later than 5 years	46	168

NOTE - 35 Earnings Per Share

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Company by the weighted average number of Equity shares outstanding during the year.

Diluted EPS are amounts calculated by dividing the profit attributable to equity shareholders by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares outstanding during the year that would be issued on conversion of all the dilutive potential equity shares into Equity shares.

The Company does not have any dilutive potential equity shares.

(a) Basic and diluted earning per share

[₹ in Millions (Mio INR)]

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit attributable to Equity Shareholders	27,732	20,152
Weighted average number of Equity Shares outstanding during the year	29,493,640	29,493,640
Nominal value of Equity Shares (Rs.)	10	10
Basic earnings per Share (Rs.)	940.27	683.25
Diluted earnings per Share (Rs.)	940.27	683.25

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 36 RELATED PARTY DISCLOSURES

A. Names of related parties and description of relationship:

a) Parties where control exists:

i.	Ultimate Holding Company	Robert Bosch GmbH, Federal Republic of Germany
ii	Intermediate Holding Company	Robert Bosch Internationale Beteiligungen AG
iii.	Associate	Newtech Filter India Private Limited (also a fellow subsidiary)
		AutoZilla Solutions Private Limited
iv.	Jointly controlled entity	PreBo Automotive Private Limited

Name of investee	Relationship with the Company	Principal place of business	Holding percentage	
			As on March 31, 2026	As on March 31, 2025
Newtech Filter India Private Limited	Associate	India	25%	25%
AutoZilla Solutions Private Limited	Associate	India	26%	26%
PreBo Automotive Private Limited	Jointly controlled entity	India	40%	40%

b) Parties under common control with whom transactions have taken place during the year or the previous year:

		Related Party Name
i.	Fellow Subsidiaries:	Bosch Global Software Technologies Private Limited
		Bosch Chassis Systems India Private Ltd.
		Bosch Automotive Electronics India Private Ltd.
		Automobility Services and Solutions Private Limited
		Bosch Mobility Platform and Solutions India Private Limited
		Bosch Rexroth (India) Private Limited
		MIVIN Engineering Technologies Private Ltd.
		BSH Household Appliances Manufacturing Private Limited
		Precision Seals Manufacturing Ltd.
		ETAS Automotive India Private Ltd.
		Robert Bosch Automotive Steering Private Limited
		Robert Bosch Manufacturing Solutions GmbH
		Robert Bosch Power Tools GmbH
		Bosch Technology Licensing Administration GmbH
		Robert Bosch LLC
		Bosch Corporation
		Robert Bosch Korea Limited Company
		Bosch Powertrain s.r.o.
		Robert Bosch (Bangladesh) Ltd.
		Bosch Automotive Service Solutions LLC
		Tecnologie Diesel S.p.A. Società Unipersonale
		ROBERT BOSCH ESPAÑA FÁBRICA MADRID S.A.U.
		Robert Bosch AG
		Bosch Sanayi ve Ticaret A.S.
		ROBERT BOSCH S.R.L.
		Robert Bosch, S. de R.L. de C.V.
		Robert Bosch Ltda.
		KB Wiper Systems Co., Ltd
		Bosch Rexroth Ltda.
		Bosch Automotive Products (Changsha) Co., Ltd.
		Bosch Automotive Systems (Wuxi) Co., Ltd.
		Bosch Diesel s.r.o.
		Bosch Automotive Service Solutions Inc.
		Bosch (Ningbo) E-Scooter Motor Co Ltd
		Robert Bosch Automotive Technologies (Thailand) Co., Ltd.
		Koller + Schwemmer GmbH

	Related Party Name
	Robert Bosch Lanka (Pvt.) Ltd.
	Bosch Automotive Service Solutions GmbH
	Robert Bosch Fahrzeugelektrik Eisenach GmbH
	Bosch Automotive Products (Suzhou) Co., Ltd.
	Robert Bosch (Pty.) Ltd.
	Bosch Automotive Service Solutions Ltd.
	Bosch Engineering GmbH
	Moehwald GmbH
	Bosch Sicherheitssysteme GmbH
	Robert Bosch (France) S.A.S.
	Bosch Security Systems B.V.
	Freud S.p.A.
	ARESI S.p.A.
	sia Abrasives Industries AG
	Robert Bosch, spol. s.r.o.
	Bosch Power Tools (China) Co., Ltd.
	United Automotive Electronic Systems Co., Ltd.
	ROBERT BOSCH POWER TOOLS SDN. BHD.
	Bosch Automotive Service Solutions (Suzhou) Co., Ltd.
	Centro Studi Componenti per Veicoli S.p.A.
	Robert Bosch Kft.
	Robert Bosch (South East Asia) Pte. Ltd.
	Bosch Car Multimedia Portugal, S.A.
	Bosch Powertrain Systems Co., Ltd.
	Bosch Security Systems LLC
	Bosch Service Solutions GmbH
	ROBERT BOSCH ESPAÑA FÁBRICA ARANJUEZ S.A.U.
	Bosch Power Tools (Chengdu) Co., Ltd.
	Bosch Vietnam Co., Ltd.
	Bosch Automotive Service Solutions Pty. Ltd.
	ROBERT BOSCH (MALAYSIA) SDN. BHD.
	Bosch.IO GmbH
	Bosch Global Software Technologies Co. Ltd.
	Robert Bosch d.o.o. Beograd
	Bosch Global Software Technologies Ltd
	Robert Bosch Automotive Steering GmbH
	Bosch Automotive Service Solutions S.r.l.
	Robert Bosch Semiconductor Manufacturing Penang Sdn. Bhd.
	Bosch Automotive S.R.L.
	BSH Hausgeräte GmbH
	Robert Bosch Elektronika Gyártó Kft.
	Robert Bosch Elektronik GmbH
	Bosch Transmission Technology B.V.
	Robert Bosch Middle East FZE
	Bosch (China) Investment Ltd.
	Bosch (Zhuhai) Security Systems Co., Ltd.
	Bosch Power Tools Engineering Sdn. Bhd.
	Robert Bosch AB
	Robert Bosch Limited
	ETAS GmbH
	Bosch Rexroth Otomasyon Sanayi ve Ticaret A.S.
	Scintilla AG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

		Related Party Name
		Robert Bosch Automotive Steering Kft.
		BSH Home Appliances Co., Ltd.
		Bosch Global Business Services S.R.L.
		BSH Hišni Aparati d.o.o. Nazarje
		BSH Ev Aletleri Sanayi ve Ticaret A.S.
		Robert Bosch Ltd.
		Bosch Global Software Technologies GmbH
		SIA Abrasives Polska Sp. z o.o.
		Robert Bosch México Sistemas Automotrices, S.A. de C.V.
		Bosch Hydrogen Powertrain Systems (Chongqing) Co., Ltd.
		Bosch Automotive Products (Chengdu) Co., Ltd.
		Bosch Rexroth Ltd.
		Robert Bosch odbytova s.r.o.
		Robert Bosch México, S.A. de C.V.
		Bosch Management Support GmbH
		Robert Bosch Taiwan Co., Ltd.
		Robert Bosch Energy and Body Systems Kft.
		Bosch Car Multimedia Portugal SA
		Robert Bosch Co. Ltd.
		Bosch Engineering K.K.
		AB Bosch
		Bosch Global Software Technologies Ltd.
		Bosch Rexroth Aktiengesellschaft
		OOO BSH Bytowije Pribory
		Bosch Home Comfort India Litd
		Bosch Termotecnologia S.A.
		Keenfinity India Private Limited(Up to June 30, 2025)
c)	Whole time directors (Key Management Personnel):	Mr. Guruprasad Mudlapur, Managing Director
		Mr. Sandeep Nelamangala, Joint Managing Director
d)	Independent directors:	Ms. Hema Ravichandar
		Dr. Pawan Kumar Goenka
		Ms. Padmini Bhalchandra Khare
		Dr. Sakalespur Visweswaraiya Ranganath(up to June 30,2024)
		Mr. Gopichand Katragadda
e)	Non Executive directors:	Mr. Stefan Grosch
		Mr. Soumitra Bhattacharya, Chairman
f)	Chief Financial Officer (Key Management Personnel):	Ms. Karin Gabriele Gilges, Chief Financial Officer
g)	Company Secretary & Compliance Officer (Key Management Personnel):	Mr. V. Srinivasan
h)	Other related entities:	Bosch India Foundation
		Bosch Superannuation Fund Trust, India
		Bosch Employees (Bangalore) Provident Fund Trust, India
		Bosch Workmen's (Nashik) provident Fund Trust India
		Mico Bangalore Workmen's Pension Fund Trust India
		Bosch Nashik Workmens Pension Fund
		Sun Mobility Private Limited
		Myelin Foundry Pvt Ltd
		Shiva and Shiva Orthopaedic Hospital Private Limited
		Indian Foundation for Quality management
		Tata Indian Institute of Skills
		Feedback Advisory Services Private Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

B. Particulars of transactions with related parties during the year (party-wise disclosure for fellow subsidiaries is given where the transactions value is more than 10% of total transactions)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
1	**Net sale of products**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	11,227	10,868
	Newtech Filter India Private Limited	Associate and fellow subsidiary	12	-
	PreBo Automotive Private Limited	Jointly controlled entity	-	-
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	315	990
	Others	Fellow Subsidiaries	3,282	2,129
	Total		**14,836**	**13,987**
2	**Sale of services**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	1,038	1,039
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	75	35
	Others	Fellow Subsidiaries & Other related entities	414	324
	Total		**1,527**	**1,398**
3	**Other Operating Revenue**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	832	752
	Bosch Chassis Systems India Private Ltd.	Fellow Subsidiary	230	121
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	236	212
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	104	218
	Others	Fellow Subsidiaries & Other related entities	224	313
	Total		**1,626**	**1,616**
4	**Reimbursement of Expenses**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	313	692
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	36	45
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	372	-
	Bosch Chassis Systems India Private Ltd.	Fellow Subsidiary	101	117
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	303	231
	Others	Fellow Subsidiaries & Other related entities	26	24
	Total		**1,151**	**1,109**
5	**Rental Income**			
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	191	190
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	1,376	1,353
	Others	Fellow Subsidiaries	68	57
	Total		**1,635**	**1,600**
6	**Interest earned**			
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	569	633

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
	BSH Household Appliances Manufacturing Private Limited	Fellow Subsidiary	461	466
	Bosch Rexroth (India) Pvt Ltd.	Fellow Subsidiary	85	107
	Others	Fellow Subsidiaries	-	2
	Total		**1,115**	**1,208**
7	**Purchases of Property, plant and equipment**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	614	154
	Robert Bosch LLC	Fellow Subsidiary	-	270
	Robert Bosch Manufacturing Solutions GmbH	Fellow Subsidiary	304	11
	Others	Fellow Subsidiaries	132	71
	Total		**1,050**	**506**
8	**Purchases of Goods**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	42,524	36,361
	Newtech Filter India Private Limited	Associate and fellow subsidiary	1,285	1,172
	PreBo Automotive Private Limited	Jointly controlled entity	316	376
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	14,040	12,853
	Robert Bosch Power Tools GmbH	Fellow Subsidiary	9,657	9,009
	Others	Fellow Subsidiaries	10,036	10,725
	Total		**77,858**	**70,496**
9	**Royalty & technical service fee**			
	Bosch Technology Licensing Administration GmbH	Fellow Subsidiary	4,748	3,705
	Others	Fellow Subsidiaries	36	15
	Total		**4,784**	**3,720**
10	**Professional and other charges**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	5,606	4,002
	Newtech Filter India Private Limited	Associate and fellow subsidiary	0	0
	PreBo Automotive Private Limited	Jointly controlled entity	3	0
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	201	280
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	4,028	3,613
	Others	Fellow Subsidiaries & Other related entities	1,132	937
	Total		**10,970**	**8,832**
11	**Dividend paid**			
	Robert Bosch Internationale Beteiligungen AG	Intermediate Holding Company	10,232	3,397
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	420	140
	Total		**10,652**	**3,537**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
12	**Loans given to related parties**			
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	1,000	2,000
	BSH Household Appliances Manufacturing Pvt Ltd	Fellow Subsidiary	1,500	2,500
	Total		**2,500**	**4,500**
13	**Loans repaid by related parties**			
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	2,690	3,710
	BSH Household Appliances Manufacturing Pvt Ltd	Fellow Subsidiary	3,500	1,500
	Bosch Rexroth (India) Pvt Ltd.	Fellow Subsidiary	500	300
	Others	Fellow Subsidiaries	5	43
	Total		**6,695**	**5,553**
14	**Loans to related parties renewed**			
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	7,000	7,900
	BSH Household Appliances Manufacturing Pvt Ltd	Fellow Subsidiary	3,000	4,500
	Bosch Rexroth (India) Pvt Ltd.	Fellow Subsidiary	750	1,000
	Others	Fellow Subsidiaries	5	45
			10,755	**13,445**
15	**Sale of Specified Business (refer note 40)**			
	ETAS Automotive India Private Ltd.	Fellow Subsidiary	-	456
	Keenfinity India Private Limited*	Fellow Subsidiary(Up to June 30, 2025)	5,989	-
	Total		**5,989**	**456**
	*Sale of Keenfinity India Private limited includes INR 1,526 million received in Current FY and INR 4,463 received as advance consideration received in previous FY			
16	**Advance consideration received for sale of specified business (refer note 12)**			
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	-	4,463
	Total		-	**4,463**
17	**Transfer of assets pursuant to sale of specified business**			
	ETAS Automotive India Private Ltd.	Fellow Subsidiary	-	72
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	1,251	-
	Total		**1,251**	**72**
18	**Transfer of liabilities pursuant to sale of specified business**			
	ETAS Automotive India Private Ltd.	Fellow Subsidiary	-	101
	Keenfinity India Private Limited	Fellow Subsidiary(Up to June 30, 2025)	823	-
	Total		**823**	**101**
19	**Guarantees given by related parties**			
	Robert Bosch GmbH	Ultimate Holding Company and a material related party	16,100	15,500
	Total		**16,100**	**15,500**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

C. Particulars of transactions with KMP's

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	For the Year ended March 31, 2026	For the Year ended March 31, 2025
1	**Key Managerial Personnel Remuneration:**			
	Short-term employee benefits		178	176
	Post-employment benefits		8	7
			186	**183**
	Mr. Guruprasad Mudlapur	Whole time directors	49	48
	Mr. Sandeep Nelamangala	Whole time directors	47	44
	Ms. Karin Gabriele Gilges	Chief Financial Officer	82	82
	Mr. V. Srinivasan	Company Secretary & Compliance Officer	8	9
			186	**183**

(*) Provisions for contribution to gratuity, leave encashment and other defined benefit are determined by actuary on an overall Company basis at the end of each year and, accordingly, have not been considered in the above information. The amount is disclosed only at the time of payment. Refer note 28 for information on transactions with post employment benefit plans. Further, perquisites paid to Directors are included as per Income tax valuation.

2	**Sitting fees/ commissions to non-executive directors**			
	Directors' sitting fees		7	6
	Commission to Directors'		22	28
	Total		**29**	**34**

D. Transactions with other entities

[₹ in Millions (Mio INR)]

Name of the related party	Nature	For the Year ended March 31, 2026	For the Year ended March 31, 2025
Bosch India foundation	Donation	280	175
Bosch Superannuation Fund Trust	Contributions to Employee benefit fund	178	171
Bosch Employees (Bangalore) PF Trust	Contributions to Employee benefit fund	430	389
Bosch Employees (Nashik) PF Trust	Contributions to Employee benefit fund	73	70
Nashik Workmen's Pension Fund	Contributions to Employee benefit fund	3	3
Bangalore Workmen's Pension Fund	Contributions to Employee benefit fund	17	18
Total		**981**	**826**

E. Balances as on March 31, 2026 (party-wise disclosure for fellow subsidiaries is given where the balance is more than 10% of related outstanding)

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	As at March 31, 2026	As at March 31, 2025
1	**Trade receivables :**			
	Robert Bosch GmbH	Ultimate Holding Company well as material related party	2,000	1,640
	Newtech Filter India Private Limited	Associate and fellow subsidiary	17	1
	PreBo Automotive Private Limited	Jointly controlled entity	1	6
	Bosch Global Software Technologies Private Limited	Fellow Subsidiary	377	526
	Bosch Automotive Electronics India Private Ltd	Fellow Subsidiary and a material related party	152	142
	Others	Fellow Subsidiaries	849	669
	Total		**3,396**	**2,983**
2	**Trade payables**			
	Robert Bosch GmbH	Ultimate Holding Company well as material related party	11,316	10,119

[₹ in Millions (Mio INR)]

Sl No	Name of the related party	Relationship	As at March 31, 2026	As at March 31, 2025
	Newtech Filter India Private Limited	Associate and fellow subsidiary	140	130
	PreBo Automotive Private Limited	Jointly controlled entity	67	45
	Robert Bosch Power Tools GmbH	Fellow Subsidiary	1,555	1,852
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	1,955	1,595
	Others	Fellow Subsidiaries	4,373	3,289
	Total*		**19,406**	**17,030**
*Note: Current year trade payable includes 207 Mio INR which pertains to MSME payables				
3	**Other financial liabilities**			
	Robert Bosch GmbH, Germany	Ultimate Holding Company and a material related party	518	-
	Bosch Automotive Electronics India Private Ltd.	Fellow Subsidiary and a material related party	5	-
	Others	Fellow Subsidiaries	2	-
	Total		**525**	**-**
4	**Loan to related parties**			
	Bosch Automotive Electronics India Pvt. Ltd.	Fellow Subsidiary and a material related party	4,500	6,190
	BSH Household Appliances Manufacturing Private Limited	Fellow Subsidiary	4,500	6,500
	Others	Fellow Subsidiaries	500	1,005
	Total		**9,500**	**13,695**
5	**Loan amount outstanding at the year end from directors**		4	5
	Total		**4**	**5**
6	**Other Financial Assets**			
	Bosch India Foundation	Other related entity	40	-
	Total		**40**	**-**

Notes:

1. Refer note 4(b)(h) and note 7 (c) as regards guarantees provided by Robert Bosch GmbH with respect to plant & machinery in transit and loans given to fellow subsidiaries respectively.
2. Proposed dividends on equity shares are subject to approval at the annual general meeting and are not recognized as a liability as at the year end.

[₹ in Millions (Mio INR)]

	As at March 31, 2026	As at March 31, 2025
Proposed dividends on Equity Shares:		
Proposed dividends for the year ended on 31 March 2026: INR 270 per share (31 March 2025: INR 512 per share)	7,963	15,101
Total	**7,963**	**15,101**

3. '0' represents amounts which is rounded off to nearest Million.
4. Refer note 40(1) for details on the sale of specified business.

Terms and conditions of transactions with related parties

The transactions entered into with related parties by the Company are in the ordinary course of business and on those terms and conditions which are on arms length basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 37 CONTINGENT LIABILITIES

Claims against the Company not acknowledged as debts:

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Income Tax Act, 1961	453	445
Goods and Service Tax Act, 2017	3,984	3,679
The Customs Act, 1962	3,458	-

NOTE - 38 CAPITAL COMMITMENTS

Estimated amount of contracts remaining to be executed on capital accounts and not provided for (net of advances):

[₹ in Millions (Mio INR)]

	March 31, 2026	March 31, 2025
Property, plant and equipment	2,459	1,044

NOTE - 39 OFFSETTING FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The Company provides incentives to selected customers under the terms of the agreements. The amounts payable by the Company are offset against receivables from the customers and only the net amounts are settled. The amounts offset as at March 31, 2026 is Mio INR 1,463 (March 31, 2025: Mio INR 860) which is disclosed under note 7(b).

NOTE - 40 EXCEPTIONAL ITEMS

1) On January 28, 2025, the Board of Directors of the Company approved to execute the Business Transfer Agreement with Keenfinity India Private Limited ("the Purchaser") for transfer of its "Video solutions, Access and Intrusions and Communication systems" Business (Specified Business) for a consideration of Mio INR 5,950 (excluding purchase price adjustment). The transfer of business was completed on May 01, 2025 and accordingly, the Company has recognized a total gain on sale of the said Specified Business in the financial statements amounting to Mio INR 5,560 and the same has been disclosed as "exceptional item" in these consolidated financial statements.

   The specified business did not qualify as a separate major line of business under IND AS 105 : Non current Assets held for sale and discontinued operations and accordingly was not considered as a "discontinued operation" for the purpose of these consolidated financial statements.

2) Pursuant to the approval of the Board of Directors of the Company on May 24, 2024, the Company entered into a Business Transfer Agreement dated June 05, 2024 with ETAS Automotive India Private Limited ("the Purchaser") for transfer of its "OE/OES Diagnosis" Business (Specified Business) for a consideration of Mio INR 456. The transfer of business was completed on July 01, 2024 and accordingly, the Company has recognized a total gain on sale of the said Specified Business in the financial statements amounting to Mio INR 485 and the same has been disclosed as "exceptional item" in these consolidated financial statements.

   The Specified Business did not qualify as a separate major line of Business under "IND AS 105 - Non Current Assets held for Sale and Discontinued Operations" and accordingly was not considered as a "discontinued operation" for the purpose of these consolidated financial statements.

3) The Company is in the process of restructuring its operations in order to be competitive in the mobility business. Towards this, an amount of Mio INR 471 has been provided in the consolidated financial statements for the respective period and has been disclosed as an "exceptional item".

NOTE - 41 DISCLOSURES MANDATED BY SCHEDULE III TO COMPANIES ACT, 2013 BY WAY OF ADDITIONAL INFORMATION

	Net assets (total assets minus total liabilities)		Share in profit or (loss)		Share in other comprehensive income		Share in total comprehensive income	
	As a % of consolidated net assets	Amount in Million INR	As a % of profit or (loss)	Amount in Million INR	As a % of other comprehensive income	Amount in Million INR	As a % of total comprehensive income	Amount in Million INR
Parent								
Bosch Limited								
March 31, 2026	100%	148,467	100%	27,703	100%	(2,312)	100%	25,391
March 31, 2025	(100%)	(137,900)	(100%)	(20,133)	(100%)	(2,426)	(100%)	(22,559)
Subsidiaries								
Mico Trading Private Limited								
March 31, 2026	0%	1	0%	0	-	-	-	0
March 31, 2025	(0%)	(1)	(0%)	(-)	(-)	(-)	(-)	(-)
Robert Bosch India Manufacturing and Technology Private Limited								
March 31, 2026	0%	(30)	0%	(3)	-	-	0%	(3)
March 31, 2025	(0%)	(27)	(0%)	(3)	(-)	(-)	(0%)	(3)
Associates								
[Investment as per the Equity method]								
Newtech Filter India Private Limited								
March 31, 2026	0%	127	0%	8	0%	(0)	0%	8
March 31, 2025	(0%)	(119)	(0%)	(6)	(0%)	(0)	(0%)	(6)
AutoZilla Solutions Private Limited								
March 31, 2026	0%	4	0%	(4)	0%	(0)	0%	(4)
March 31, 2025	(0%)	(8)	(0%)	(10)	(0%)	(0)	(0%)	(10)
Joint Venture								
Prebo Automotive Private Limited								
March 31, 2026	0%	160	0%	28	0%	0	0%	28
March 31, 2025	(0%)	(133)	(0%)	(26)	(0%)	(0)	(0%)	(26)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026 (CONTD.)

NOTE - 42 OTHER STATUTORY INFORMATION

(i) The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.

(ii) The Group does not have any transactions with companies struck off.

(iii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iv) The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.

(v) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

  (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or

  (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

(vi) The Group has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

  (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

  (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(vii) The Group does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961)

NOTE - 43 SUBSEQUENT EVENTS

The Group evaluated all events or transactions that occurred after March 31, 2026 up through May 20, 2026, the date the consolidated financial statements were approved for issue by the Board of Directors. Based on this evaluation, the Group is not aware of any events or transactions that would require recognition or disclosure in the consolidated financial statements.

NOTE - 44 AUDIT TRAIL

The Holding Company, subsidiaries, associates and jointly controlled entity have used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, there are no instances of audit trail feature being disabled at any time during the year. Additionally, the audit trail of prior year has been preserved as per the statutory requirements for record retention.

NOTE - 45 PHYSICAL SERVER OF BOOKS OF ACCOUNTS INCLUDING AUDIT TRAIL

As per the MCA notification dated August 05, 2022, the Central Government has notified the Companies (Accounts) Fourth Amendment Rules, 2022. As per the amended rules, the Companies are required to maintain back-up of the books of account and other relevant books and papers in electronic mode that should be accessible in India at all times. Also, the Companies are required to maintain such back-up of accounts on servers which are physically located in India, on a daily basis.

The books of account along with other relevant records and papers of the Group are currently maintained in electronic mode. The back-up of books of account are kept in servers physically located in Chennai, India on a daily basis.

NOTE - 46 THE CODE ON SOCIAL SECURITY, 2020 ('CODE')

On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labor Codes') which consolidate twenty-nine existing labor laws into a unified framework governing employee benefits during employment and post employment. The Labor Codes, amongst other things introduces changes, including a uniform definition of wages and enhanced employee benefits. The Holding Company has assessed and disclosed the incremental impact of these changes on the basis of legal opinion obtained and consistent with the guidance provided by the Institute of Chartered Accountants of India and included impact amounting to Mio INR 206 under "employee benefits expense" in these consolidated financial statements for the year ended March 31, 2026. The Holding Company continues to monitor the developments pertaining to Labor Codes and will evaluate impact, if any, on the measurement of liability pertaining to employee benefits as and when develpments arise.

NOTE - 47 NOTE ON IDENTIFIED MISAPPROPRIATION OF FUNDS

The management of the Holding Company noted that certain employees of the Holding Company had misappropriated funds in collusion with certain vendors during the current year and earlier years for an amount aggregating to Rs 16 million, basis the Holding Company's best estimates. Such amounts have been expensed off during the respective years. The Holding Company has completed its investigation and is evaluating the options for recovery of the said amount from the concerned parties.

NOTE - 48 EXTENDED PRODUCER RESPONSIBILITY (EPR)

The Extended Producer Responsibility (EPR) obligations have been imposed on the Holding Company being producer of Battery, E-Waste, Used Oil and brand owner & Importer of Plastic. The EPR obligations require the Holding Company to re-cycle the content generated in the production process in the plant, as per thresholds prescribed in the rules for products sold in the domestic market including self-use. The Rules require the Holding Company to meet its obligations for the past years from the date of EPR registration. Considering this, the Holding Company has provided for product recycling obligation of all products sold till the reporting date. Given below is the movement of the EPR obligation during the year:

[₹ in Millions (Mio INR)]

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-current	Current	Non-current
At beginning of the year	19	-	-	-
Recognized during the year	74	-	19	-
Amount utilized during the year	19	-	-	-
Unused amounts reversed	-	-	-	-
Balance as at the end of the year	**74**	**-**	**19**	**-**

NOTE - 49 PROPOSED ACQUISITION OF FELLOW SUBSIDIARY

On April 08, 2026, pursuant to the approval of the Board of Directors, the Holding Company has entered into Share Purchase Agreement for 100% acquisition of Bosch Chassis Systems India Private Limited ("RBIC'), a fellow subsidiary, for a total consideration not exceeding Rs.90,686.80 Million, subject to the approval of the shareholders and necessary regulatory approvals. Subsequently, on May 08, 2026, the Holding Company obtained the approval of the shareholders. The Holding Company will be completing the acquisition by July 2026.

NOTE - 50 STANDARDS ISSUED BUT NOT EFFECTIVE

The new and amended standards that are notified by the Ministry of Corporate Affairs (MCA), but not yet effective, up to the date of issuance of the Group's financial statements are disclosed below. The Company will adopt these amendments to the standards, when they become effective.

(i) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In accordance with Ind AS 1 currently applicable, breach of an immaterial covenant is ignored in deciding current vs. non-current classification of liabilities. Also, in case of breach of a material covenant of a non-current loan on or before the reporting date, the entity can obtain waiver from the lender after the reporting date and continue to classify the loan as non-current liability.

In accordance with changes to Ind AS 1 already notified by the MCA, the above relaxations to classify loan as non-current liability will not be available from 2026-27 onward and need to be applied retrospectively. Consequently:

- A breach of either material or immaterial covenant will trigger current classification of liability.
- To continue classifying loan as non-current liability, entities will need to obtain waiver from the breach on or before the reporting date.

The Group is currently assessing the impact the amendments will have on its financial statements.

NOTE - 51 ROUNDING OFF

The consolidated financial statements are presented in Mio INR. All items below INR 5 lakhs has been rounded down to '0' to the nearest Million (Mio INR).

As per our report of even date
For S.R. Batliboi & Associates LLP
Chartered Accountants
(ICAI Firm registration number: 101049W/E300004)

per Adarsh Ranka
Partner
Membership No.: 209567

Place: Bengaluru, India
Date: May 20, 2026

For and on behalf of the Board of Directors of Bosch Limited

Guruprasad Mudlapur	(DIN: 07598798)	Managing Director
Sandeep Nelamangala	(DIN: 08264554)	Joint Managing Director
Karin Gilges	(DIN: 09615158)	Chief Financial Officer
Srinivasan Venkataraman	(M. No. A16430)	Company Secretary & Compliance Officer

Place: Bengaluru, India
Date: May 20, 2026

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