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Mumbai – 400 001
Scrip code:500530

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

June 02, 2026

Dear Sir/Madam,

Sub: Intimation of outcome of Analyst/ Investors meeting/ conference under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Presentation to be made at the Investor Meeting to be held on June 03, 2026.

In pursuance of Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation of our earlier letter dated May 29, 2026, intimating schedule of Analyst/ Investor meeting/ conference to be held on June 03, 2026, at 13.00 hrs. IST please find enclosed presentation to be made thereat.

Please note that the Company has referred only the publicly available documents for discussions to be held on June 03, 2026.

This is for the information of the exchange and the members.

Thanking you,

Yours Sincerely,
for Bosch Limited,

Venkataraman Srinivasan
Digitally signed by Venkataraman Srinivasan
Date: 2026.06.02 10:40:38 +05'30'

V Srinivasan
Company Secretary & Compliance Officer

Bosch Limited | Citi India Investor Conference 2026

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

- Safe Harbor Statement

2026-06-03

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Guruprasad Mudlapur

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

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THE WORLD OF MOBILITY IS
CHANGING FASTER
THAN EVER BEFORE

Bosch Group India

Our world is becoming more complex, and markets are changing

Change in the mobility sector is accelerating: technology, regulations, demand

- From combustion to electrification
- Regionalization and regulations
- New products, business models and players
- Autonomous driving
- Cloud-native structures
- Increased share of electronics

Geopolitical shifts have given rise to new challenges

- Raw material shortages
- Military conflicts
- Covid-19 pandemic
- Supply chain disruption
- Energy supply
- Cost increases / inflation

2026-06-03

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Market and customer needs are redefining Mobility

- Software-driven disruption.
- Innovation prioritized by the user experience.
- Vehicles becoming smart, connected and seamlessly integrated into broader digital ecosystems.

It’s both an automotive disruption and an opportunity for growth.

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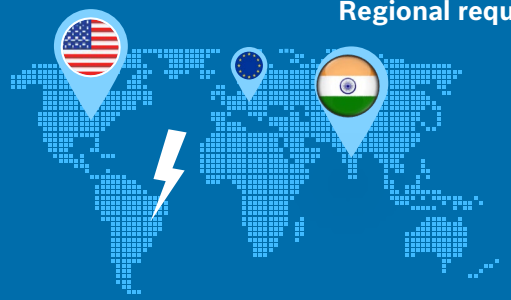
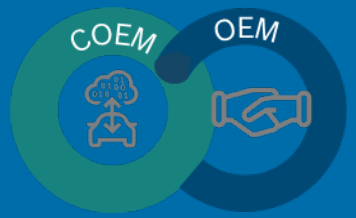
BIG PICTURE

Automotive challenges and opportunities in a software-driven world

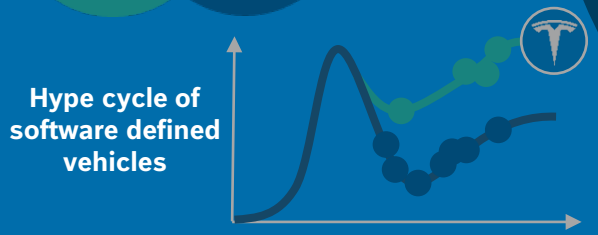


Regional requirements

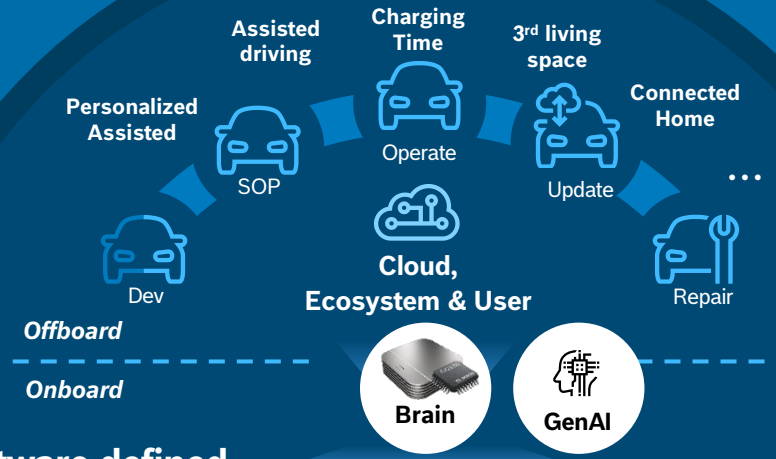
Geopolitics



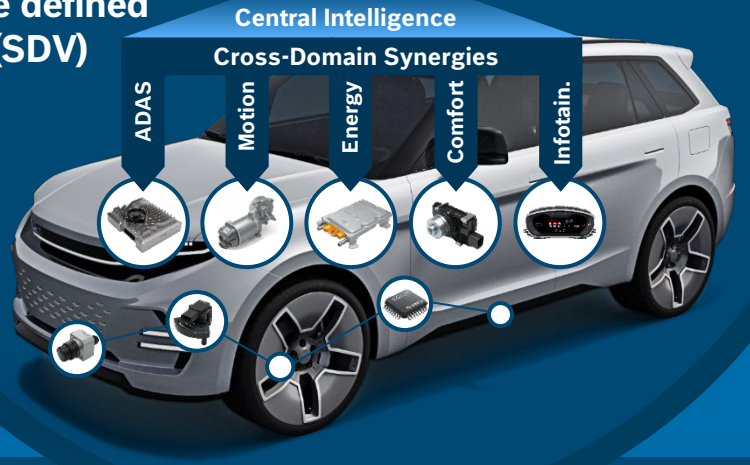
New partnerships



Hype cycle of software defined vehicles

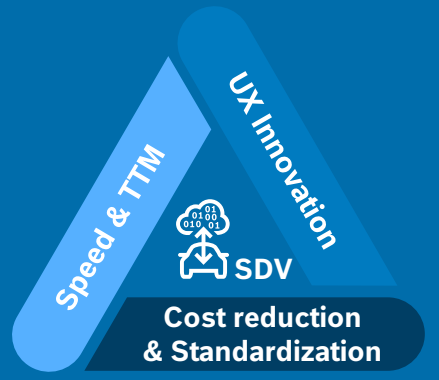


Software defined vehicle (SDV)



High BEV / PHEV costs

Price war



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Software-driven mobility changes everything: how cars are developed, built, used, experienced and maintained.

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From fragmented ECUs to centralized and zone-oriented power – the basis for an SDV

From
domain-specific E/E architectures

Hundreds of ECUs, complex and costly

Toward
centralized, cross-domain E/E architectures

Reduced number of control units, lower system complexity. Centralized computing enables software-first design.

ECU = Electronic Control Unit;
E/E architecture = Electrical/electronic architecture

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Transformation to software-driven mobility (SDM): Future mobility is part of a complex, interconnected, AI-based, and software-driven ecosystem.

Source: BCG

Understanding of overall **ecosystem** and **dependencies** between sectors and levels necessary.

Today's **business models** and value pools for SW and HW are being **disrupted**.

SW differentiates and **defines** future products & HW requirements.

HW will face extreme cost pressure.

Digital, data, SW and **AI** skills are crucial to success.

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SDM & SDV: Two connected but distinct concepts

Software-driven mobility (SDM):
The broad paradigm shift in mobility – software is the primary enabler across vehicles, infrastructure, and services. It's about ecosystems, business models, and user-centric design.

Software-defined vehicle (SDV):
A specific vehicle architecture where most features and performance are determined by software, decoupled from hardware, and updatable over-the-air.

In short:
The SDV is one building block within the broader SDM transformation.

SDV enables shorter time to market, cost reduction, and customer-centric innovation simultaneously.

Speed & Time-to-Market (TTM)

- Continuous feature updates and upgrades, reusable SW for new platforms.
- Virtualization and end-to-end development pipeline.

Cost reduction & Standardization

- Requirements derived from user needs.
- Higher standardization in HW and interfaces across all vehicle systems & components.

UX innovation

- Personalization and new SW features.
- Strong focus on value for money.

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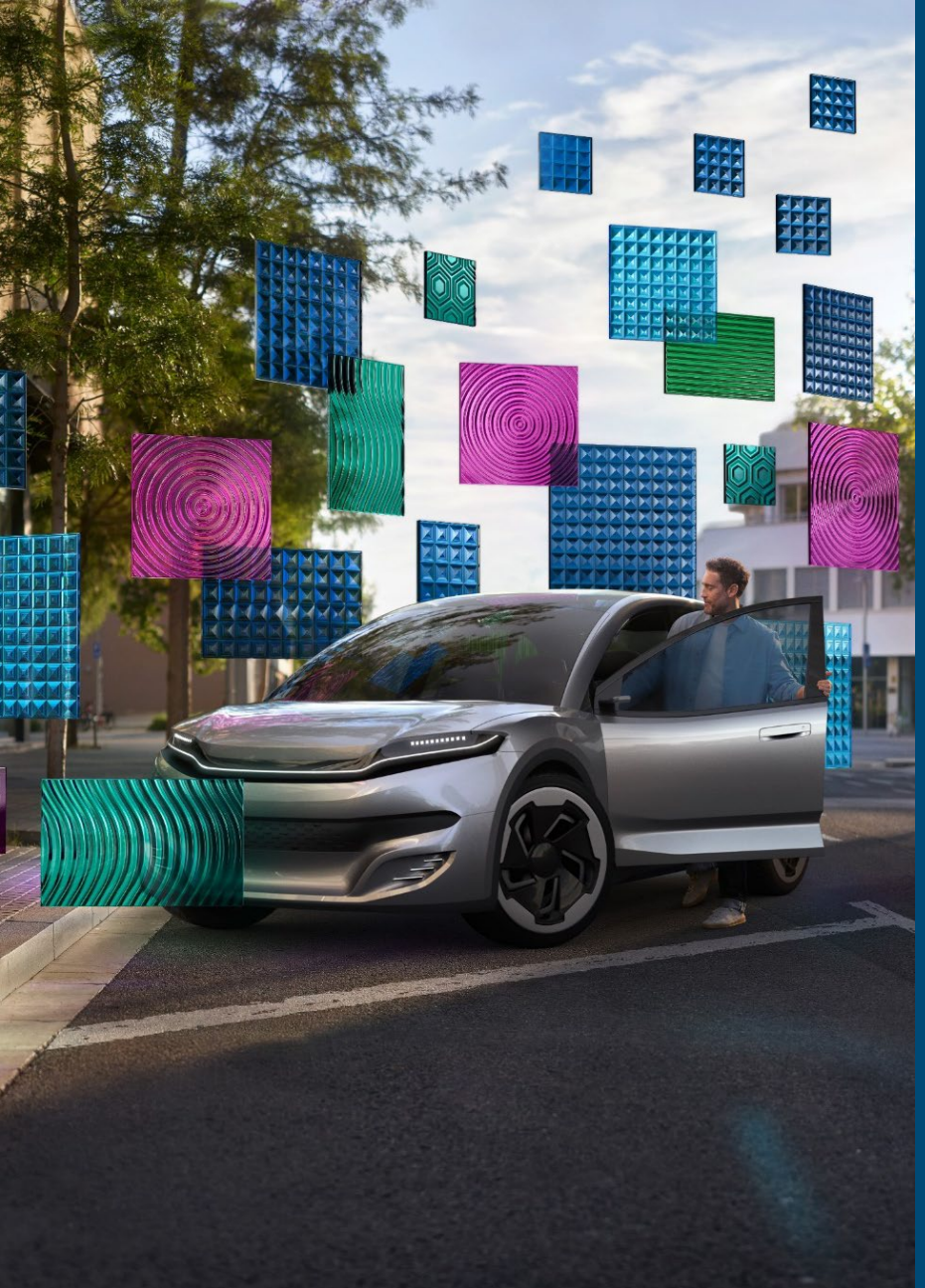

Bosch Mobility positioning

We are uniquely positioned as a tech partner that enables customers' success by delivering innovative and competitive hardware, software and service solutions for intelligent, connected vehicles and transport systems in a software-driven world.

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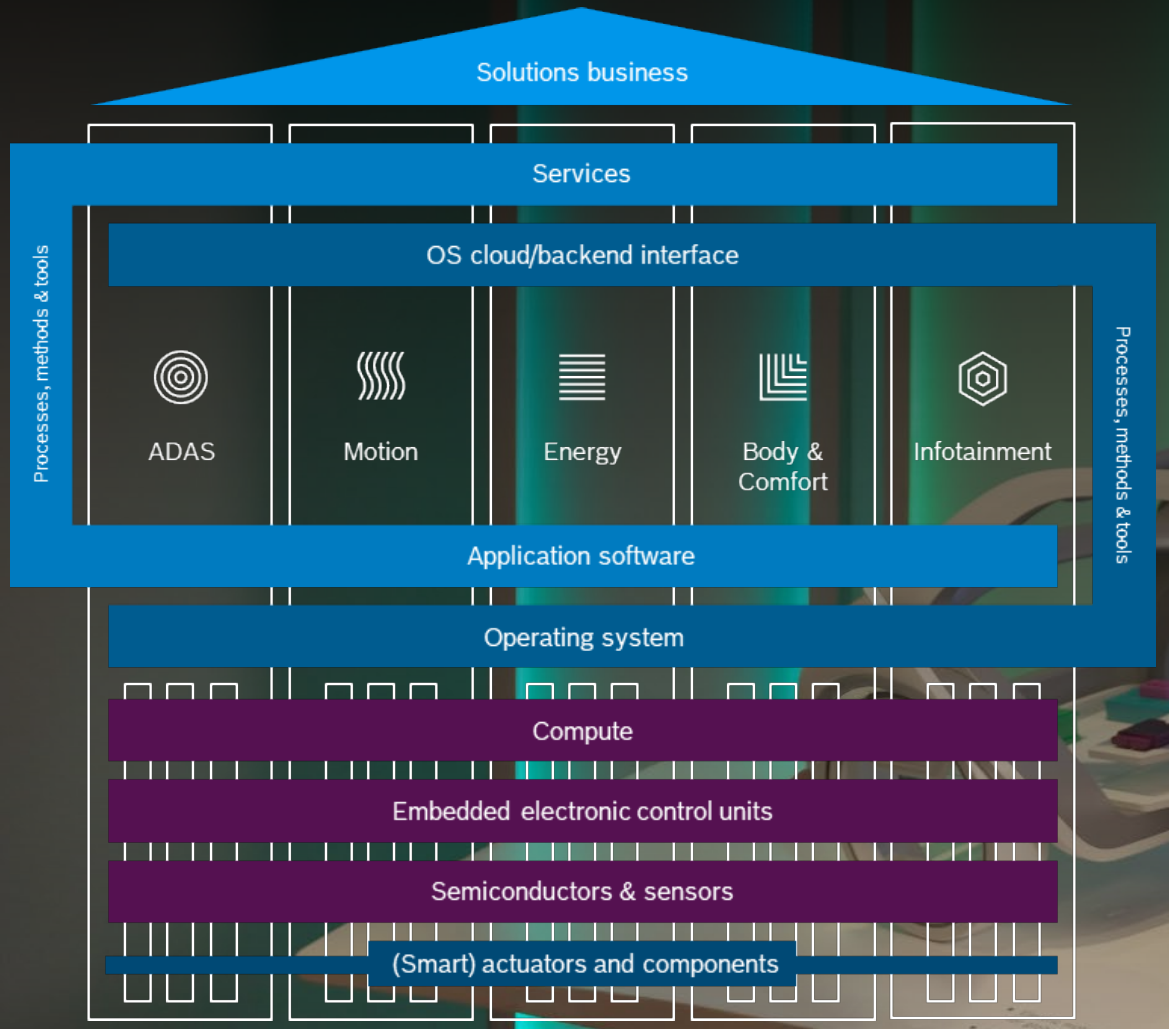

We offer a wide range of solutions for software-driver mobility, spanning from hardware, software to servic layers of our technology stack.

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ADAS L2++ with E2E AI

Scalable product family

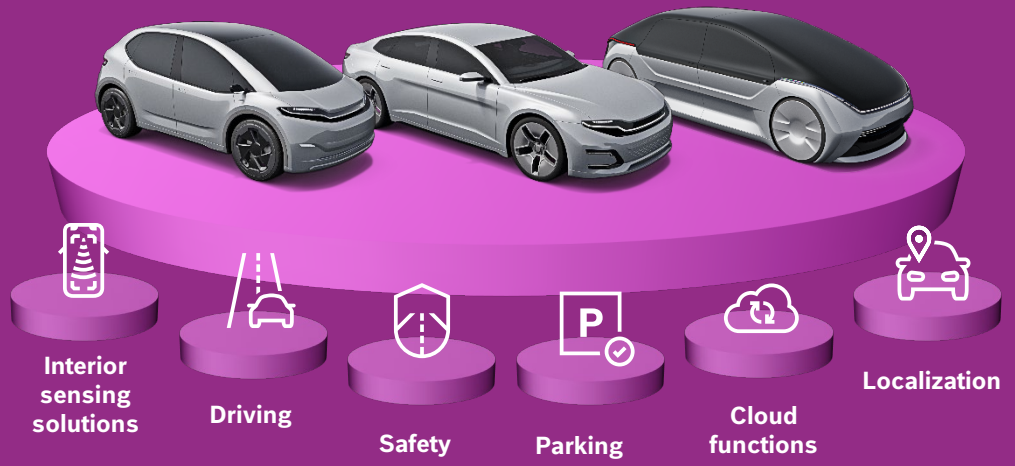
ADAS combines sensors, software, and AI to make driving safer, smarter, and more comfortable. From adaptive cruise control to automated parking, Bosch ADAS scales across vehicle classes and markets. With **continuous upgrades** and cloud **connectivity**, it evolves into personalized, **AI-supported** driving experiences.

Bosch ADAS product family

Entry-trim
Safety at lowest possible cost

Mid-trim
Valuable comfort at attractive price

High-trim
Best possible comfort with "human like behavior"



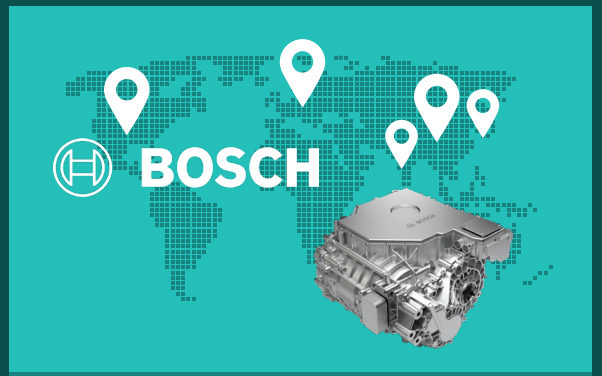
Modular E2E AI solution

- AI perception
- AI fusion
- AI prediction and planning

ADAS L2++ Demonstrator with end-to-end (E2E) AI at IAA Mobility trade fair

Joint development for one global eAxle platform

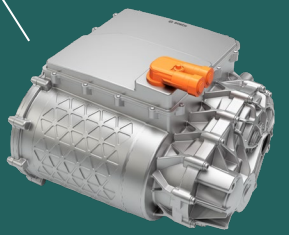
We collaborate and standardize globally to optimize costs



- Global presence
- Deep technological know-how
- Automotive quality standards

Global eAxle

#global requirements
#global supply chain
#global production



PRODUCT BENEFITS

- **Standardized**, joined design & **platform** release
- Covering **worldwide standards** & regional requirements
- Standardized & **cost optimized line design**, tech package & regional **supply base**
- Global production footprint and localization combined with resilience

- Electrification lead market
- Agile customers
- Speed and flexibility

UAES = Joint venture of Robert Bosch, responsible for passenger cars in China

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Software-driven mobility changes how we develop, deliver and design our business models

Faster, agile Development
means short, iterative cycles
& systematic use of virtualization and AI

Separate development paths
for software and hardware, coordinated by architectures

Standardized hardware

through zone-oriented E/E-architecture and simplification

Continuous Improvement
in short DevOps cycles & OTA updates, for faster time to market and maintenance over vehicle lifetime.

Cost reduction in development
through cross-OEM standardization with open source

Collaboration

Involving cross-domain teams
& co-creation with customers, ecosystem players and partners.

DevOps = Combination of Development & Operations

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Rethinking our way of working

Embracing agile ways of working, global collaboration, and system thinking

Global Automotive Standards	Software-driven Approaches
Full specification (spec.) & process	Minimal spec., early samples & fast updates
Full V-model & functional safety, zero failure ready at SOP	High ambition, pragmatic co-development and joint risk taking
Classic model, partially residents	Onsite team collaboration
Based on contract: liability driven	Based on trusted relationship: solution driven
100% spec. fulfillment, technological perfection	UX: good enough, value-for-money

V-model = It is a software development process model where each development stage has a corresponding testing phase; SOP = Start of production

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Thank you

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