

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

The Manager  
Listing Department  
National Stock Exchange of India Ltd.  
Exchange Plaza, 5th Floor, C-1, Block G  
Bandra-Kurla Complex,  
Bandra (E.)  
Mumbai – 400 051  
Scrip code: BOSCHLTD

Bosch Limited  
Post Box No:3000  
Hosur Road, Adugodi  
Bangalore-560030  
Karnataka, India  
Tel +91 80 6752 1750  
[www.bosch.in](http://www.bosch.in)  
L85110KA1951PLC000761

13.02.2019

Dear Sir/Madam,

**Sub: Outcome of the Board Meeting –Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015:**

This is to inform you that the Board of Directors of Bosch Limited (the "**Company**") at their meeting held today i.e. February 13, 2019 has, *inter-alia*, approved the following:

1. Unaudited standalone financial results for the third quarter ended December 31, 2018. We enclose herewith unaudited standalone financial results along with the Limited Review Report thereon and Press Release dated February 13, 2019 as Annexure I.
2. Amendment to the Code of Conduct for Prevention of Insider Trading in the securities of the Company and amendment to the Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information pursuant to SEBI (Prohibition of Insider Trading) (Amendment) Regulations, 2018. The Revised Code is effective from April 01, 2019 and shall be accordingly uploaded on the Company's website at [www.bosch.in](http://www.bosch.in).
3. Appointment of Mr. Bhaskar Bhat as an Independent Director of the Company for a second term of 5 years with effect from April 01, 2019, subject to approval of the shareholders at the ensuing Annual General Meeting;
4. Appointment of Mr. Bernhard Steinruecke as an Independent Director of the Company for a second term of 5 years with effect from April 01, 2019, subject to approval of the shareholders at the ensuing Annual General Meeting;
5. Re-appointment of Dr. Andreas Wolf as Joint Managing Director of the Company for a further period of 3 years with effect from March 01, 2019, subject to approval of the shareholders at the ensuing Annual General Meeting.



**BOSCH**

We confirm that Mr. Bhaskar Bhat, Mr. Bernhard Steinruecke and Dr. Andreas Wolf are not debarred from holding the office of director by virtue of any SEBI order or any other such authority.

Details pursuant to SEBI Circular CIR/CFD/CMD/4/2015 dated September 09, 2015 are enclosed as Annexure II.

The Board Meeting concluded at 1245 hrs.

This is for your information.

Thanking you,

**Yours faithfully,  
for Bosch Limited,**

A handwritten signature in blue ink, appearing to read 'R Parte', with a horizontal line underneath.

**(Rajesh Parte)  
Company Secretary and  
Compliance Officer**

**Bosch Limited**

Registered office : Hosur Road, Adugodi, Bengaluru- 560 030  
Website: www.bosch.in, e-mail ID: investor@in.bosch.com, Tel: +91 80 67529652  
CIN: L85110KA1951PLC000761

**Statement of Standalone Unaudited Results for the quarter and nine months ended December 31, 2018**

**PART- I**

Particulars	(Rs. In Lakhs)					
	Current three months ended	Preceding three months ended	Corresponding three months ended	Year to date figures for the current period ended	Year to date figures for the previous period ended	Year ended
	December 31, 2018 (Unaudited)	September 30, 2018 (Unaudited)	December 31, 2017 (Unaudited)	December 31, 2018 (Unaudited)	December 31, 2017 (Unaudited)	March 31, 2018 (Audited)
<b>1 Income</b>						
(a) Revenue from operations (Refer Note 3)	309,550	320,111	307,192	950,876	871,421	1,187,224
(b) Other Income	17,862	13,951	10,226	43,279	36,082	51,178
<b>Total Income (a+b)</b>	<b>327,412</b>	<b>334,062</b>	<b>317,418</b>	<b>994,155</b>	<b>907,503</b>	<b>1,238,402</b>
<b>2 Expenses</b>						
(a) Cost of materials consumed	71,493	82,493	93,737	235,355	218,767	273,410
(b) Purchases of stock-in-trade	97,010	91,301	72,434	308,613	239,711	352,784
(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade	3,292	7,701	(3,889)	(15,813)	2,825	3,950
(d) Excise duty on sales	-	-	-	-	18,209	18,209
(e) Employee benefits expense	33,758	34,027	34,119	102,870	102,678	135,646
(f) Finance costs	1,015	-	266	1,016	320	330
(g) Depreciation and amortisation expense	10,121	9,504	12,428	29,015	34,133	46,720
(h) Other expenses	61,733	44,965	66,032	155,146	149,773	193,905
<b>Total expenses</b>	<b>278,422</b>	<b>269,991</b>	<b>275,127</b>	<b>816,202</b>	<b>766,416</b>	<b>1,024,954</b>
<b>3 Profit before exceptional items and tax (1 - 2)</b>	<b>48,990</b>	<b>64,071</b>	<b>42,291</b>	<b>177,953</b>	<b>141,087</b>	<b>213,448</b>
<b>4 Exceptional Items (Refer Note 4)</b>	-	-	-	-	-	9,389
<b>5 Profit before tax (3- 4)</b>	<b>48,990</b>	<b>64,071</b>	<b>42,291</b>	<b>177,953</b>	<b>141,087</b>	<b>204,059</b>
<b>6 Tax expense</b>						
Current tax						
(i) for the year	17,085	21,621	15,277	60,598	47,605	70,303
(ii) relating to earlier year	(1,611)	-	-	(1,611)	-	(139)
Deferred tax charge/ (credit)	(21)	451	(1,087)	332	(214)	(3,177)
<b>Total tax expense</b>	<b>15,453</b>	<b>22,072</b>	<b>14,190</b>	<b>59,319</b>	<b>47,391</b>	<b>66,987</b>
<b>7 Profit for the period</b>	<b>33,537</b>	<b>41,999</b>	<b>28,101</b>	<b>118,634</b>	<b>93,696</b>	<b>137,072</b>
<b>8 Other comprehensive income, (net of income tax) [Items that will not be reclassified to Statement of Profit and Loss]</b>	<b>8,174</b>	<b>(4,074)</b>	<b>1,873</b>	<b>7,606</b>	<b>11,289</b>	<b>14,153</b>
<b>9 Total comprehensive income for the period (7+8)</b>	<b>41,711</b>	<b>37,925</b>	<b>29,974</b>	<b>126,240</b>	<b>104,985</b>	<b>151,225</b>
<b>10 Paid-up equity share capital (Face value of Rs 10/- each)</b>	<b>3,052</b>	<b>3,052</b>	<b>3,052</b>	<b>3,052</b>	<b>3,052</b>	<b>3,052</b>
<b>11 Reserve excluding Revaluation Reserves as per balance sheet of previous accounting year</b>						<b>995,080</b>
<b>12 Earnings per share (of Rs 10/- each)</b>						
(a) Basic	109.9	137.6	92.1	388.7	307.0	449.1
(b) Diluted	109.9	137.6	92.1	388.7	307.0	449.1



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## PART - II

Segment wise Revenue, Results, Assets and Liabilities under Regulation 33 of the SEBI  
(Listing Obligations and Disclosure Requirements) Regulations 2015

(Rs. In Lakhs)

Particulars	Current three months ended	Preceding three months ended	Corresponding three months ended	Year to date figures for the current period ended	Year to date figures for the previous period ended	Year ended
	December 31, 2018	September 30, 2018	December 31, 2017	December 31, 2018	December 31, 2017	March 31, 2018
	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
<b>Segment Revenue</b>						
- Automotive products	253,706	274,784	254,023	801,151	744,627	1,018,664
- Others	59,599	46,295	56,869	154,734	132,615	175,060
<b>Total segment revenue</b>	<b>313,305</b>	<b>321,079</b>	<b>310,892</b>	<b>955,885</b>	<b>877,242</b>	<b>1,193,724</b>
Less: Inter segment revenue	3,755	968	3,700	5,009	5,821	6,500
<b>Net income from operations</b>	<b>309,550</b>	<b>320,111</b>	<b>307,192</b>	<b>950,876</b>	<b>871,421</b>	<b>1,187,224</b>
<b>Segment Results</b>						
- Automotive products	36,829	52,868	32,612	145,728	107,415	165,206
- Others	6,771	3,963	10,405	16,536	24,061	33,144
<b>Total segment results</b>	<b>43,600</b>	<b>56,831</b>	<b>43,017</b>	<b>162,264</b>	<b>131,476</b>	<b>198,350</b>
Less: Finance costs	1,015	-	266	1,016	320	330
Less: Unallocable corporate expenditure	11,457	6,711	10,686	26,574	26,151	35,750
Less: Exceptional item (Refer Note 4)	-	-	-	-	-	9,389
Add: Unallocable income	17,862	13,951	10,226	43,279	36,082	51,178
<b>Total profit before tax</b>	<b>48,990</b>	<b>64,071</b>	<b>42,291</b>	<b>177,953</b>	<b>141,087</b>	<b>204,059</b>
<b>Segment Assets</b>						
- Automotive products	419,732	418,921	370,387	419,732	370,387	380,775
- Others	91,962	96,132	62,120	91,962	62,120	82,872
	511,694	515,053	432,507	511,694	432,507	463,647
- Unallocable Assets	1,004,102	957,923	891,599	1,004,102	891,599	929,097
<b>Total Assets</b>	<b>1,515,796</b>	<b>1,472,976</b>	<b>1,324,106</b>	<b>1,515,796</b>	<b>1,324,106</b>	<b>1,392,744</b>
<b>Segment Liabilities</b>						
- Automotive products	322,966	314,692	279,312	322,966	279,312	300,312
- Others	62,544	61,080	58,455	62,544	58,455	62,516
	385,510	375,772	337,767	385,510	337,767	362,828
- Unallocable Liabilities	44,981	51,889	34,467	44,981	34,467	31,784
<b>Total Liabilities</b>	<b>430,491</b>	<b>427,661</b>	<b>372,234</b>	<b>430,491</b>	<b>372,234</b>	<b>394,612</b>

## Notes :-

- The above statements were reviewed by the Audit Committee and approved by the Board at their meeting held on February 13, 2019.
- Effective April 1, 2018, the Company has adopted Ind AS 115 'Revenue from Contracts with Customers'. The application of Ind AS 115 did not have any material impact on the financial results. The Company applied cumulative catch up transition method to the contracts outstanding as at April 1, 2018 and accordingly debited Rs. 2,276 Lakhs (net of tax) to the opening reserves.
- The Government of India introduced the Goods and Services Tax (GST) with effect from July 01, 2017. GST is collected on behalf of the Government and no economic benefit flows to the entity, consequently revenue for the quarter ended September 30, 2018, quarter and nine months ended December 31, 2018 & December 31, 2017 is presented net of GST. Accordingly, the gross sales figures for the quarter and nine months are not comparable with the previous periods presented in the results. Gross sales and net sales (net of excise duty) for these periods are mentioned below:

	Current three months ended December 31, 2018	Preceding three months ended September 30, 2018	Corresponding three months ended December 31, 2017	Year to date figures for the December 31, 2018	Year to date figures for the December 31, 2017	Year ended March 31, 2018
Gross sales/ Revenue from operations	309,550	320,111	307,192	950,876	871,421	1,187,224
Excise duty	-	-	-	-	(18,209)	(18,209)
<b>Net sales/ Revenue from operations (Net of excise duty)</b>	<b>309,550</b>	<b>320,111</b>	<b>307,192</b>	<b>950,876</b>	<b>853,212</b>	<b>1,169,015</b>

- The Government of India, vide notification No.S-42012/02/2016-SS-II dated March 29, 2018, has increased the maximum amount of gratuity payable to an employee under the Payment of Gratuity (Amendment) Act, 1972 from rupees ten lakhs to rupees twenty lakhs. The impact of this on past service cost has been disclosed as exceptional item for the year ended March 31, 2018.
- Pursuant to appropriate approvals, the Company has made an offer for buy-back of fully paid-up equity shares of the Company not exceeding 1,027,100 equity shares at a price of Rs. 21,000 per share for aggregate amount not exceeding Rs. 215,691 Lakhs. The offer for buy-back is kept open from February 6, 2019 to February 20, 2019.

  
 (Soumitra Bhattacharya)  
 Managing Director

Place : Bangalore  
Date : February 13, 2019



**INDEPENDENT AUDITOR'S REVIEW REPORT ON REVIEW OF INTERIM  
FINANCIAL RESULTS**

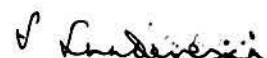
**TO THE BOARD OF DIRECTORS OF BOSCH LIMITED**

1. We have reviewed the accompanying Statement of Unaudited Standalone Financial Results of **BOSCH LIMITED** ("the Company"), for the Quarter and Nine months ended December 31, 2018 ("the Statement"), being submitted by the Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as modified by Circular No. CIR/CFD/FAC/62/2016 dated July 5, 2016.

This Statement which is the responsibility of the Company's Management and approved by the Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in the Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34"), prescribed under Section 133 of the Companies Act, 2013 read with relevant rules issued thereunder and other accounting principles generally accepted in India. Our responsibility is to issue a report on the Statement based on our review.

2. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410 'Review of Interim Financial Information Performed by the Independent Auditor of the Entity', issued by the Institute of Chartered Accountants of India. This Standard requires that we plan and perform the review to obtain moderate assurance as to whether the Statement is free of material misstatement. A review is limited primarily to inquiries of Company personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. We have not performed an audit and, accordingly, we do not express an audit opinion.
3. Based on our review conducted as stated above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the aforesaid Indian Accounting Standards and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as modified by Circular No. CIR/CFD/FAC/62/2016 dated July 5, 2016, including the manner in which it is to be disclosed, or that it contains any material misstatement.

**For DELOITTE HASKINS & SELLS LLP**  
Chartered Accountants  
(Firm's Registration No. 117366W/W-100018)



**S.Sundaresan**  
Partner  
(Membership No. 25776)



**Bengaluru, February 13, 2019**



## Quarter 03.2018-19 financial results **Bosch Limited registers a growth of 19.3 percent in Profit after Tax (PAT)**

February 13, 2019

Corp/C/CCR-IN

CIN: L85110KA1951PLC000761

- ▶ Total Revenue from Operations witnessed a muted growth of 0.8 percent in Q3 of FY2018-19 over the same period of the previous year
- ▶ Profit After Tax (PAT) stood at 10.8 percent of revenue, an increase of 19.3 percent over the same period of previous year quarter
- ▶ PAT for the period Apr Dec 2018 increased by 26.6 percent over the same period of previous year

Bengaluru – Bosch Limited, a leading supplier of technology and services, posted total revenue from operations of INR 3,096 crores in Quarter 3 of FY 2018-19, registering 0.8 percent increase over the same period of the previous year on a comparable basis. The Profit before Tax (PBT) stood at INR 490 crores, registering a growth of 15.8 percent over the same period of previous year on account of improved operational efficiency, favorable product mix and higher investment income which was partially offset by negative exchange rate on material cost. The Net Profit after Tax (PAT) stood at INR 335 crores, an increase of 19.3 percent over the same period of previous year. For the period from April to December, 2018, Bosch Limited posted a total revenue from operations of INR 9,509 crores, an increase of 11.4 percent over the same period of previous year. PBT stood at INR 1,780 crores and PAT stood at INR 1,186 crores, an increase of 26.6 percent over same period previous year.

“The result of this quarter has to be viewed in the context of particularly weak market conditions in the overall automotive sector. Bosch Limited has always been committed to deliver best-in-class automotive solutions. We are helping our customers to meet the challenge of manufacturing only vehicles compliant with BS VI emission standards from April 2020 as per the ruling of the Supreme Court. Bosch has recently also showcased its business beyond mobility offerings that are fast embracing digital platforms and IoT Services. Having said that, the focus on strategic topics and operational efficiencies will continue,” said Mr. Soumitra Bhattacharya, Managing Director, Bosch Limited.

### **Snapshot of business divisions' performance in Quarter 3**

Bosch Limited's Mobility Solutions turnover marginally decreased by 0.6 percent in Quarter 3 of FY 2018-19. Mobility division exports has increased by 6.5 percent and it is offset by lower domestic mobility sales of 1.1 percent. Within the Mobility Solutions business, the Powertrain Solutions division declined by 2.7 percent mainly due to weak automotive market and Automotive Aftermarket division grew by 5.8 percent.

Bosch's business beyond Mobility divisions registered a growth of 6.9 percent. The growth in this segment is mainly driven by security systems which grew by 16.9 percent and Solar Energy division which also showed a double digit growth, partly offset by reduction in Thermal Technology division.

For the period from April to December, 2018, total turnover showed a growth of 11.9 percent. Sales of the Mobility Solutions sector increased by 10.5 percent on the buoyant automotive market during first half of 2018-19 whereas business beyond Mobility Solutions witnessed a strong double-digit growth of 20.5 percent.

Pursuant to the approval of the Shareholders for buyback of equity shares of the Company, the letter of offer for buyback of up to 10,27,100 equity shares of the face value of Rs. 10 each of the Company on a proportionate basis by way of a tender offer through the Stock Exchange mechanism for cash at a price of Rs. 21,000 per equity share for an aggregate amount of up to Rs. 2,156 crores was sent to the eligible shareholders. The buyback period opened on February 06, 2019 and shall close on February 20, 2019.

### **Contact person for press inquiries:**

Mr. Somtirtha Das

Phone: +91 80 6752 9041

### **About Bosch in India**

*In India, Bosch is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. Additionally, Bosch has, in India, the largest development center outside Germany, for end to end engineering and technology solutions. The Bosch Group operates in India through thirteen companies, viz, Bosch Limited, Bosch Chassis Systems India Private Limited, Bosch Rexroth (India) Private Limited, Robert Bosch Engineering and Business Solutions Private Limited, Bosch Automotive Electronics India Private Limited, Bosch Electrical Drives India Private Limited, BSH Home Appliances Private Limited, ETAS Automotive India Private Limited, Robert Bosch Automotive Steering Private Limited, Automobility Services and Solutions Private Limited, Newtech Filter India Private Limited, Miviv Engg. Technologies Private Limited and Precision Seals Manufacturing Limited. In India, Bosch set-up its manufacturing operation in 1951, which has grown over the years to include 18 manufacturing sites, and seven development and application centers. Bosch Group in India employs over 31,000 associates and generated consolidated revenue of about ₹19,204 crores\* (2.61 billion euros) in 2017 of which ₹13,790 crores\* (1.88 billion euros) from third party. The Group in India has close to 18,000 research and development associates.*

*In India, Bosch Limited is the flagship company of the Bosch Group. It earned revenue of over ₹10,842 crores (1.47 billion euros) in 2017. Additional information can be accessed at [www.bosch.in](http://www.bosch.in)*

**About Bosch Group**

*The Bosch Group is a leading global supplier of technology and services. It employs roughly 410,000 associates worldwide (as of December 31, 2018). According to preliminary figures, the company generated sales from operations of 77.9 billion euros in 2018. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. As a leading IoT company, Bosch offers innovative solutions for smart homes, smart cities, connected mobility, and connected manufacturing. It uses its expertise in sensor technology, software, and services, as well as its own IoT cloud, to offer its customers connected, cross-domain solutions from a single source. The Bosch Group's strategic objective is to deliver innovations for a connected life. Bosch improves quality of life worldwide with products and services that are innovative and spark enthusiasm. In short, Bosch creates technology that is "invented for life." The Bosch Group comprises Robert Bosch GmbH and its roughly 440 subsidiary and regional companies in 60 countries. Including sales and service partners, Bosch's global manufacturing, engineering, and sales network covers nearly every country in the world. The basis for the company's future growth is its innovative strength. At 125 locations across the globe, Bosch employs some 69,500 associates in research and development.*

*The company was set up in Stuttgart in 1886 by Robert Bosch (1861-1942) as "Workshop for Precision Mechanics and Electrical Engineering." The special ownership structure of Robert Bosch GmbH guarantees the entrepreneurial freedom of the Bosch Group, making it possible for the company to plan over the long term and to undertake significant upfront investments in the safeguarding of its future. Ninety-two percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a charitable foundation. The majority of voting rights are held by Robert Bosch Industrietreuhand KG, an industrial trust. The entrepreneurial ownership functions are carried out by the trust. The remaining shares are held by the Bosch family and by Robert Bosch GmbH.*

*Additional information is available online at [www.bosch.com](http://www.bosch.com) , [www.iot.bosch.com](http://www.iot.bosch.com) , [www.bosch-press.com](http://www.bosch-press.com) , [www.twitter.com/BoschPresse](https://twitter.com/BoschPresse) .*



**Annexure II****Details pursuant to SEBI Circular CIR/CFD/CMD/4/2015 dated September 09, 2015:**

<b>Particulars</b>	<b>Reason for Change</b>	<b>Date of appointment/resignation &amp; term of appointment</b>	<b>Brief Profile</b>	<b>Relationship Between Directors</b>
Appointment of Mr. Bhaskar Bhat as an Independent Director	Appointment	April 01, 2019  Appointed for a second term of 5 years with effect from the aforementioned date, subject to the approval of the shareholders	Annexure A	Not Related
Appointment of Mr. Bernhard Steinruecke as an Independent Director	Appointment	April 01, 2019  Appointed for a second term of 5 years with effect from the aforementioned date, subject to the approval of the shareholders	Annexure B	Not Related
Re-appointment of Dr. Andreas Wolf as Joint Managing Director	Appointment	March 01, 2019  Re-appointed for a further period of 3 years with effect from the aforementioned date, subject to the approval of the shareholders	Annexure C	Not Related

## Annexure A

### Brief Profile of Mr. Bhaskar Bhat:

Mr. Bhaskar Bhat is currently the Managing Director of Titan Company Limited. He graduated in Mechanical Engineering from IIT Madras and completed his PGDBM from IIM Ahmedabad.

Mr. Bhat began his career in 1978 as a management trainee at Godrej & Boyce Manufacturing Company. After spending five years with Godrej, he joined Tata. Since then he has been associated with Titan Company Limited. Mr. Bhat has been in Titan since its inception and has engineered the creation of many brands including pioneering the concept of franchising and retailing in Watches, Jewellery, Eyewear, and Precision Engineering.

Titan Company Limited has grown to become the largest watch manufacturer in India and the fifth largest in the world. Under Mr. Bhat's leadership, the Company has enlarged its portfolio and has extended its market now to Eyewear, Accessories, Fragrances and is exploring Sarees. The market cap of Titan Company has grown exponentially to a 10 Billion USD in 2018 and is now the third largest in the Tata Group.

Mr. Bhat is the Governing Council of TA Pai Management Institute and National Institute of Design. He has been awarded with the Distinguished Alumnus Award at IIT, Madras.

Mr. Bhat is also the Director of Trent, Tata Chemicals, Rallis India, Tata SIA (Vistara), Montblanc, Titan Time Products, Titan Engineering and Automation, Titan International Middle East, Favre Leuba, Caratlane and Tata Sons.

## **Annexure B**

### **Brief Profile of Mr. Bernhard Steinruecke:**

Mr. Steinruecke studied Law and Economics in Vienna, Bonn, Geneva and finally at Heidelberg, where he passed the primary state examination in law in 1980. This was followed by an internship and the secondary state examination in law at the Hanseatic Higher Regional Court. In the interim, Mr. Steinruecke specialized in tax law and auditing and worked with the former company of what is today PwC - PricewaterhouseCoopers.

He was then Assistant to the Executive Board Member Dr. Herbert Zapp from 1986 to 1989. In 1989 he became a member of the Management Board of Deutsche Bank in Idar-Oberstein and in 1991, General Manager of Deutsche Bank in Colombo, Sri Lanka. This was followed by his first posting to India as General Manager of Deutsche Bank Mumbai, and Joint Chief Executive Officer - India. During this period he was also a Committee Member and Treasurer of the Indo-German Chamber of Commerce. From 1997 to 2003, Mr. Steinruecke was the Managing Partner and Spokesperson on the board of ABC- Privatkundenbank with its headquarters in Berlin.

Since July 2003, Mr Steinruecke has been the Director General of the Indo-German Chamber of Commerce. He is on the board of various Indo-German and Indian companies, Chairman of the German International School in Mumbai.

Since 2013, he is the Program Ambassador of the German Chancellor's Fellowship Program of the Alexander von Humboldt Foundation in India and since 2016, the world speaker of the AHK – Association of German Chambers of Commerce and Industry Abroad.

He is married to gallerist Ranjana Steinruecke, and they have two sons.

### Annexure C

#### Brief Profile of Dr. Andreas Wolf:

Dr. Wolf, born on 16th June 1962 in Plauen/Vogtl., Germany, is the Mechanical engineering degree and PhD holder from Technical University Dresden. He has been working for Bosch for 28 years. Dr. Wolf started his career in Bosch as process engineer in Corporate Research and Development. During these 28 years of association, he has worked in several management positions mainly in Manufacturing, Quality, Safety, Project Management and Corporate functions as well. He has varied experience in the divisions CR (Corporate Research and Development), DS (Diesel Systems), GS (Gasoline Systems), ATMO (Special machinery) and DC (Drive and Control systems). Dr. Wolf was also in the Czech Republic for 3 years and in Turkey for 7 years. His previous position was Senior Vice President and Technical Plant Manager in Feuerbach/Germany. He was the IPN (International Production Network)-leader for "Common Rail pumps".

#### **Career milestones in the Bosch-group -**

1990: Engineer, Corporate Research and Development in Schwieberdingen/Germany

1995: Section manager Technical Functions in Homburg Plant

1999: Director, Department Manager Manufacturing Common Rail Injectors, Diesel Systems Homburg Plant, Germany

2003: Vice President and Area manager Manufacturing Rail, PCV (Pressure Control Valve) and cooling plate, Diesel Systems, Jihlava plant, Czech Republic

2006: Senior Vice President and Technical Plant Manager Bosch Bursa Plant, Turkey, Member of Robert Bosch Turkey board

2013: Senior Vice President and Technical Plant Manager Diesel Systems, Feuerbach plant, Germany

2015: Director & Executive Vice President, Manufacturing and Quality, Bosch Limited, India

2017: Joint Managing Director & Executive Vice President, Manufacturing and Quality, Bosch Limited, India. He is also heading Safety, Security in Bosch India.