

"The contents of this presentation are for information purposes only and for the reader's personal non-commercial use. The contents are intended, but not guaranteed, to be correct, complete, or absolutely accurate. This presentation also contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, are reasonable. Forward-looking statements involve known and unknown risks, contingencies, uncertainties, market conditions and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. The Company does not make any representation, warranty or prediction that the results anticipated by such forward looking statements will be achieved. Neither the Company nor its affiliates or advisors or representatives nor any of their respective affiliates or any such person's officers or employees guarantees that the assumptions underlying such forward looking statements or management estimates are free from errors and the Company disclaims any obligation or liability to any person for any loss or damage caused by errors or omissions, whether arising from negligence, accident or any other cause. A multitude of factors including, but not limited to, changes in demand, competition, technology, the effect of COVID 19 in India and globally, and any macroeconomic conditions in India and globally can cause actual events, performance or results to differ significantly from any anticipated development. Forward looking statements speak only as of the date of this presentation and are not guarantees of future performance. As a result, the Company expressly disclaims any obligation or undertaking to release any update or revisions to any forward looking statements in this presentation as a result of any change in expectations or any change in events, conditions, assumptions or circumstances on which these forward looking statements are based. Given these uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward looking statements and management estimates. Recipients of this presentation are not to construe its contents, or any prior or subsequent communications from or with the Company or its representatives as investment, legal or tax advice. In addition, this presentation does not purport to be all inclusive or to contain all of the information that may be required to make a full analysis of the Company or the proposed transaction. Recipients of this presentation should each make their own evaluation of the Company and of the relevance and adequacy of the information and should make such other investigations as they deem necessary. This presentation is not a prospectus, a statement in lieu of a prospectus, an offering circular, an offering memorandum, an advertisement, an offer or an offer document under the Companies Act, 2013, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended, or any other applicable law in India. This presentation does not constitute or form part of and should not be construed as, directly or indirectly, any offer or invitation or inducement to sell or issue or an offer, or any solicitation of any offer, to purchase or sell any securities nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment therefor. This presentation does not solicit any action based on the material contained herein. This presentation should not be considered as a recommendation that any person should subscribe for or purchase any securities of Bosch Limited and should not be used as a basis for any investment decision. This presentation has not been approved and will not or may not be reviewed or approved by any statutory or regulatory authority in India or by any stock exchange in India. This presentation does not purport to be a complete description of the markets conditions or developments referred to in the material. The information contained in this presentation is only current as of its date, unless specified otherwise, and has not been independently verified. Please note that, you will not be updated in the event the information in the presentation becomes stale. You must make your own assessment of the relevance, accuracy and adequacy of the information contained in this presentation and must make such independent investigation as you may consider necessary or appropriate for such purpose. Moreover, no express or implied

representation or warranty is made as to, and no reliance should be placed on, the accuracy, fairness or completeness of the information presented or contained in this presentation. None of the Company, its directors, promoter or affiliates, nor any of its or their respective employees, advisers or representatives or any other person accepts any responsibility or liability whatsoever, whether arising in tort, contract or otherwise, for any errors, omissions or inaccuracies in such information or opinions or for any loss, cost or damage suffered or incurred howsoever arising, directly or indirectly, from any use of this presentation or its contents or otherwise in connection with this presentation, and makes no representation or warranty, express or implied, for the contents of this presentation including its accuracy, fairness, completeness or verification or for any other statement made or purported to be made by any of them, or on behalf of them. Further, past performance is not necessarily indicative of future results. Any opinions expressed in this presentation or the contents of this presentation are subject to change without notice. The presentation should not be construed as legal, tax, investment or other advice. **THIS ANNOUNCEMENT AND/OR PRESENTATION IS NOT FOR DISTRIBUTION, DIRECTLY OR INDIRECTLY, IN OR INTO THE UNITED STATES OF AMERICA (the "U.S.>").** This announcement does not constitute nor form part of any offer or invitation to sell, issue or subscribe for securities in the U.S. or any other jurisdiction. No securities have been or will be registered under the U.S. Securities Act of 1933, as amended (the "Securities Act") or the securities laws of any state of the U.S. or any other jurisdiction. No securities may be offered, sold or delivered in the U.S. except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and applicable state or local securities laws. No public offering is being made in the U.S. or in any other jurisdiction where such an offering is restricted or prohibited or where such offer would be unlawful. Neither this announcement nor any portion hereof may be sent or transmitted into the U.S. or any jurisdiction where it is unlawful to do so. Any failure to comply with these restrictions may result in a violation of the Securities Act or the applicable laws of other jurisdictions. No money, securities or other consideration is being solicited by this announcement or the information contained herein and, if sent in response to this announcement or the information contained herein, will not be accepted. The extract(s), reconciliations or the explanation(s) provided in this presentation has been prepared only for illustrative purposes and the Company does not (i) hereby commit in any form that these differences will exist in subsequent periods, or (ii) necessarily intend to provide this in future. Bosch Limited or any of its affiliates, advisers or representatives accepts any liability whatsoever for any loss howsoever arising from any information presented or contained in this presentation. Furthermore, no person is authorized to give any information or make any representation which is not contained in, or is inconsistent with, this presentation. Any such extraneous or inconsistent information or representation, if given or made, should not be relied upon as having been authorized by or on behalf of the Bosch Limited. This presentation is strictly confidential and may not be copied or disseminated, reproduced, re-circulated, re-distributed, published or advertised in any media, website or otherwise, in whole or in part, and in any manner or for any purpose. Any unauthorized use, disclosure or public dissemination of information contained herein is prohibited. No person is authorized to give any information or to make any representation not contained in or inconsistent with this presentation and if given or made, such information or representation must not be relied upon as having been authorized by any person. Failure to comply with this restriction may constitute a violation of the applicable securities laws. The distribution of this presentation in certain jurisdictions may be restricted by law. Accordingly, any persons in possession of this presentation should inform themselves about and observe any such restrictions. By reviewing this presentation, you agree to be bound by the foregoing limitations. By accessing this presentation, you accept that this disclaimer and any claims arising out of the use of the information from this presentation shall be governed by the laws of India and only the courts in Bangalore, India and no other courts, shall have jurisdiction over the same."

Investor's Meet

Bosch Limited

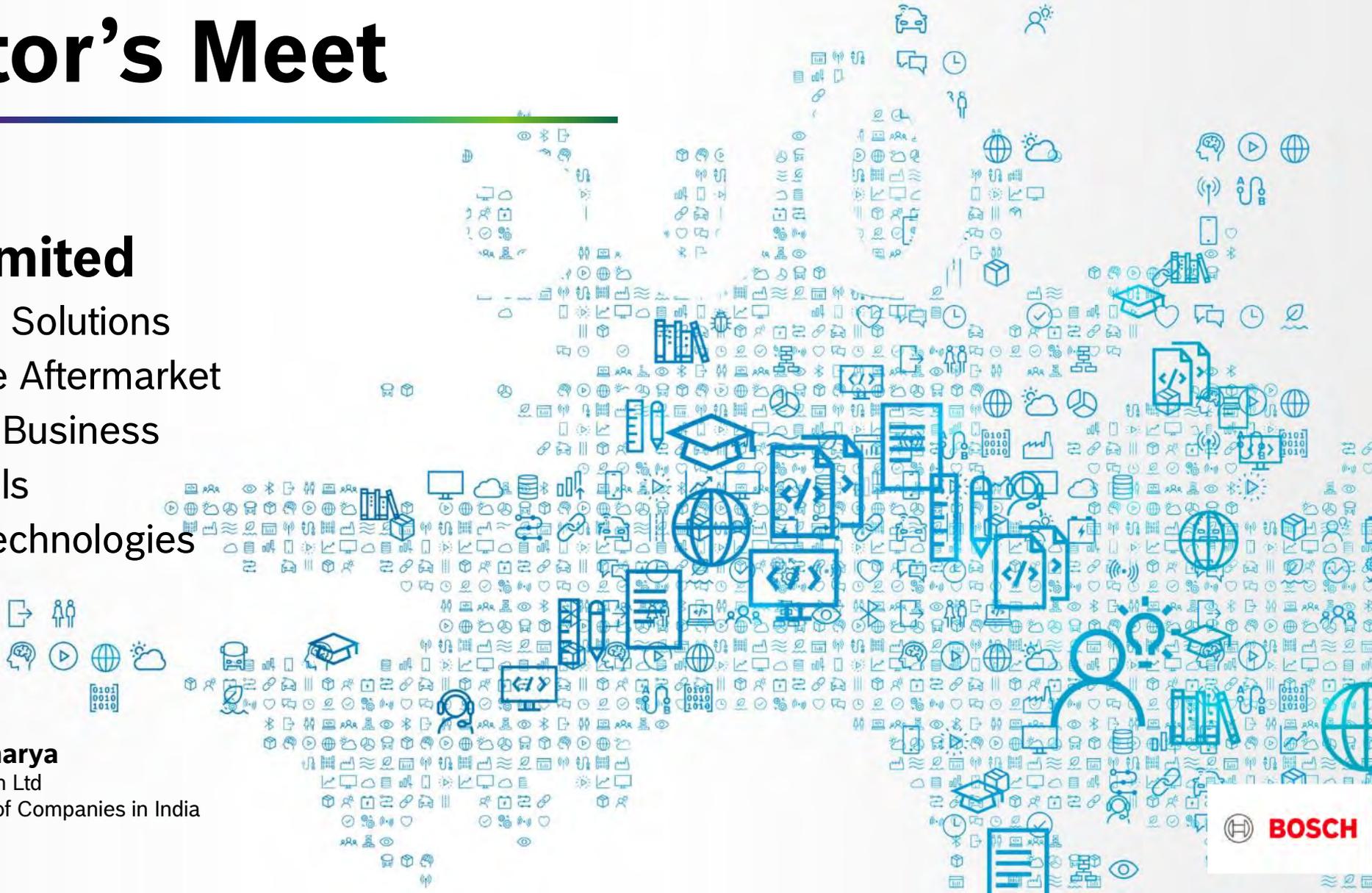
- Powertrain Solutions
- Automotive Aftermarket
- 2 Wheeler Business
- Power Tools
- Building Technologies

Soumitra Bhattacharya

Managing Director, Bosch Ltd

President, Bosch Group of Companies in India

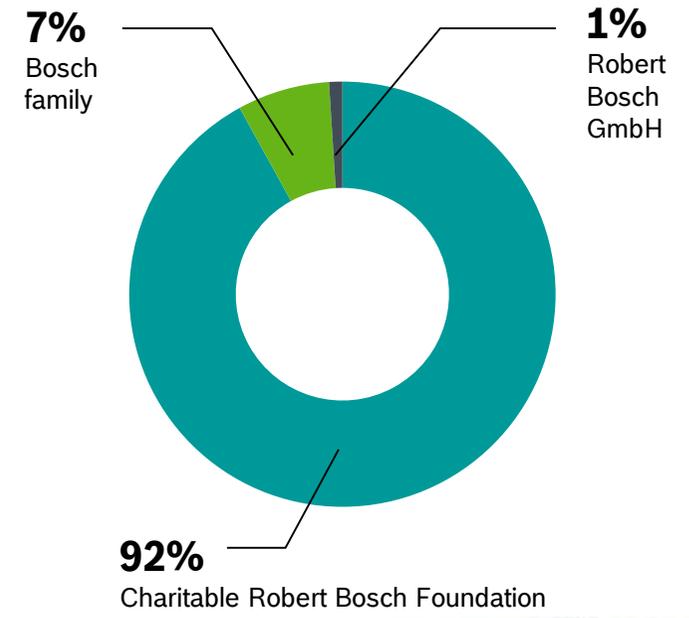
31.03.2021





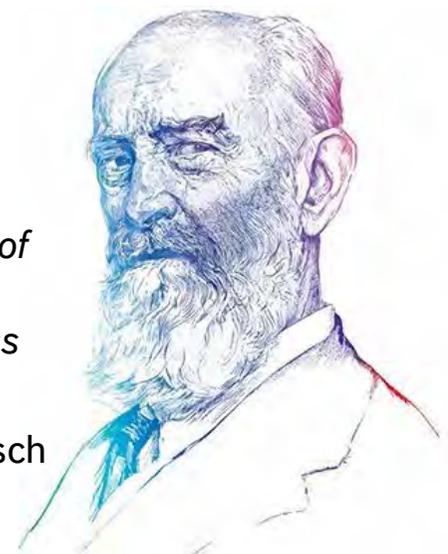
A foundation as major stakeholder
Since 1964, Bosch's majority shareholder has been Robert Bosch Stiftung GmbH, a charitable foundation. The Stiftung carries on the charitable and social endeavors of the company founder in contemporary form.

Ownership



“Technology, which is designed and has the capability to help the whole of mankind make the best of their lives and find happiness in life.”

~ Robert Bosch

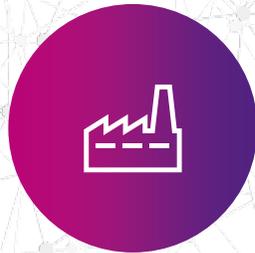


BOSCH GLOBAL BUSINESS OVERVIEW

KEY FIGURES



Mobility
Solutions
59%



Industrial
Technology
7%



Energy and
Building Technology
8%



Consumer
Goods
26%



Turnover 2020

71.6 billion EUR



More than

3,90,000 employees



EBIT 2020

1.9 billion EUR



Development Engineers

73,000 employees

Bosch Global

Note: SGIN is new carved-out entity from RBIN w.e.f 01st Aug,2016. New Entity TNS: 4,527m and PC: 585. is not included in the above chart. Figures don't include BSH.

BOSCH IN INDIA BUSINESS OVERVIEW

KEY FIGURES 2020



1922



1st Sales Office
in Calcutta

1953



1st Manufacturing
Operations in Bangalore

2022

100 years Bosch in India
69 years Make in India



15
Group Companies



166
Billion rupees
Sales Revenue In 2020



30,000
Associates



6,000+
Suppliers



16
Manufacturing
Facilities



84
Billion rupees
Bosch Ltd



6200
Bosch Ltd
Associates



3,500+
Sales Outlet



MOBILITY
SOLUTIONS



ENERGY AND
BUILDING TECH.



CONSUMER
GOODS



INDUSTRIAL
TECH

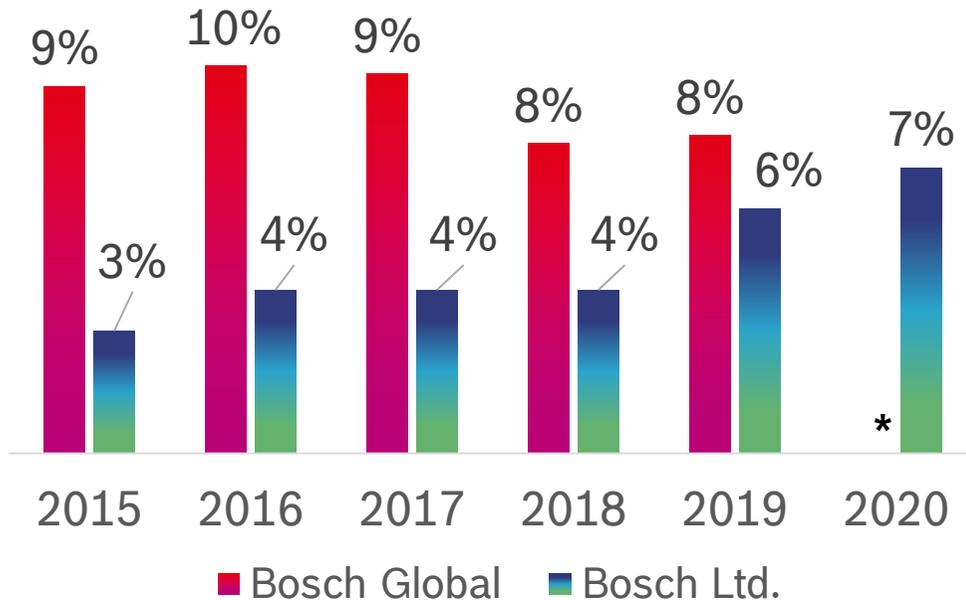
BOSCH IS ONE OF THE WORLD'S MOST INNOVATIVE TECHNOLOGY COMPANIES

€6.1B

Investment
in R&D globally
in 2019

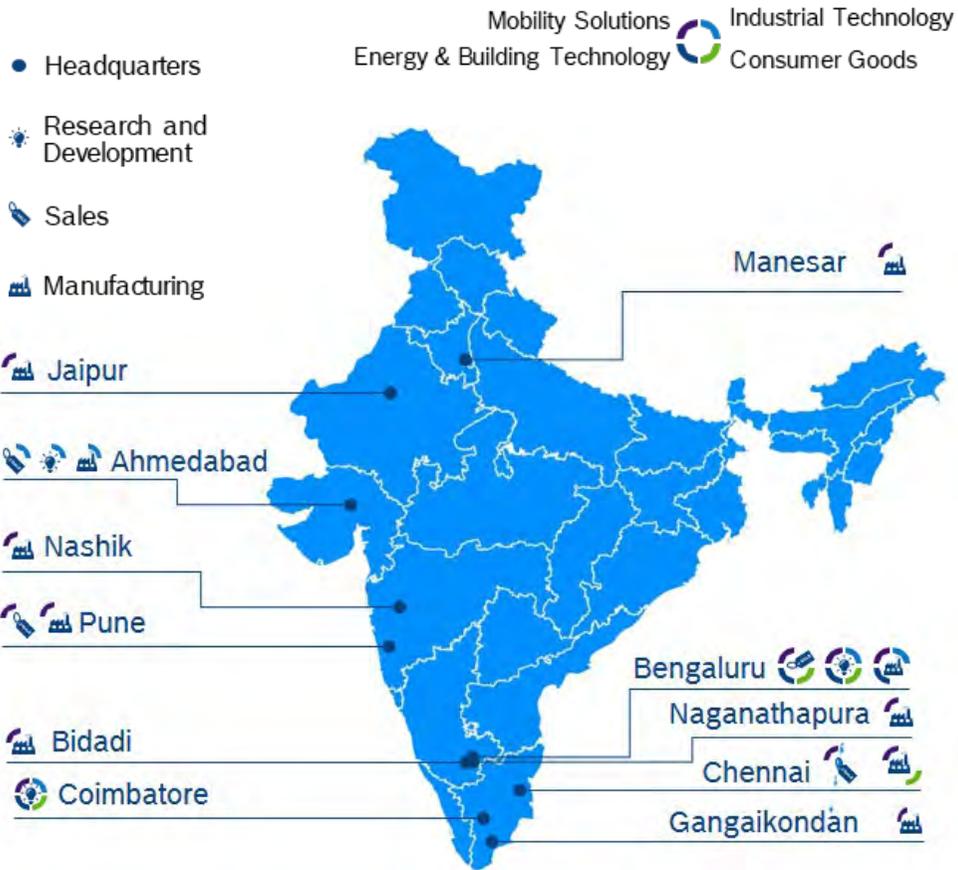
₹5.9B

Investment
in R&D by Bosch
Ltd. in 2020



- Bosch globally has always invested >7.5% of its total turnover in R&D since last 5 years
- Bosch Ltd. has started on the journey to continued investments in India to expand their portfolio

BOSCH IN INDIA MANUFACTURING STORY



since **1953**
Make in India

16
Manufacturing
Facilities

Bidadi



Ahmedabad



Jaipur



Chennai



Chakan



Gangaikondan



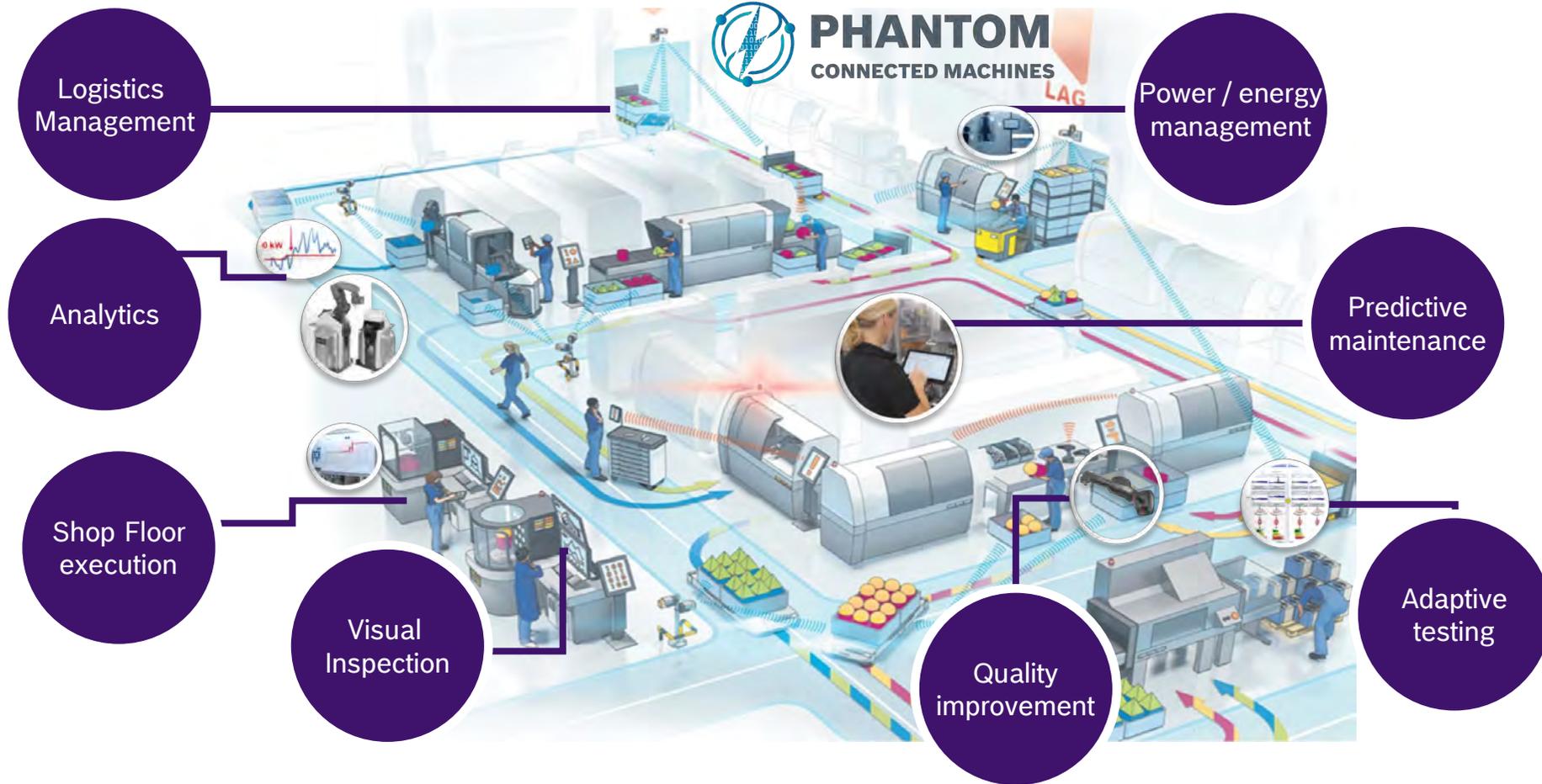
Naganathapura



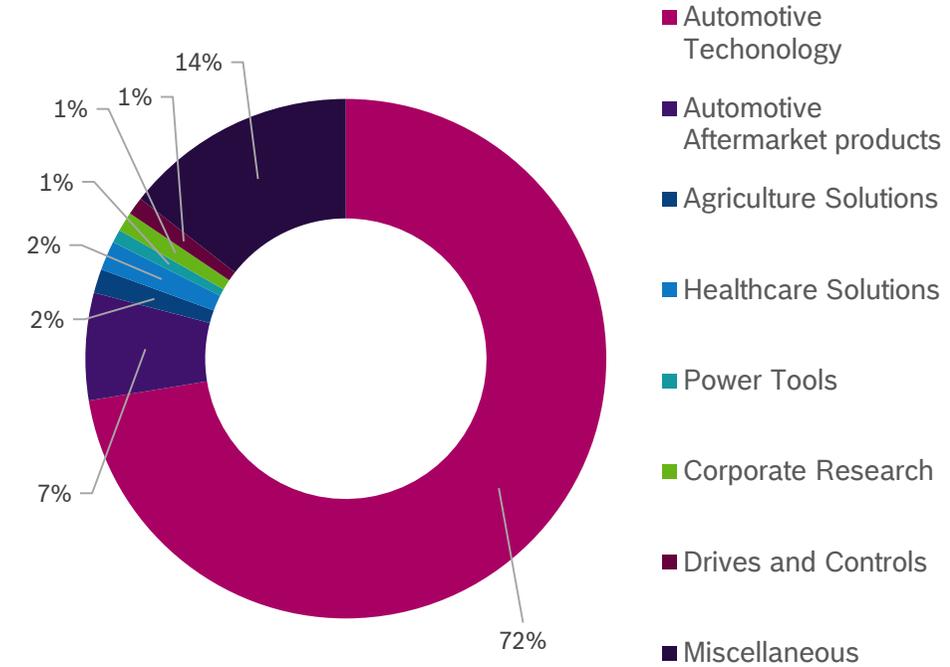
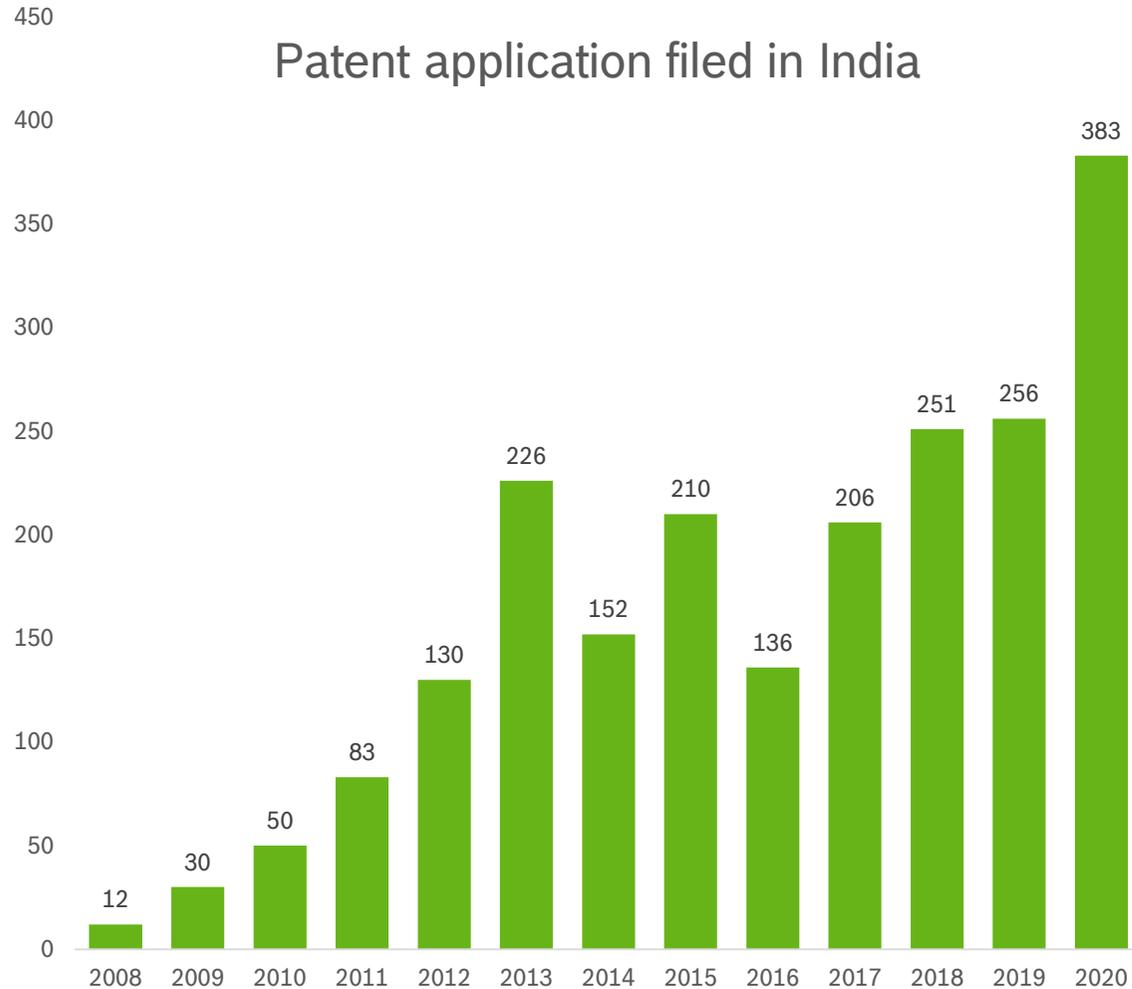
Nashik



FACTORY OF FUTURE | LEAN & CONNECTED



BOSCH IN INDIA INNOVATION STORY



- ✓ Increasing portfolio in the field of AI, ML, Blockchain, Electrification, Smart products, I4.0
- ✓ Well established inventor reward process

MACRO ECONOMIC IMPULSES



Geo political Issues



Consumer Mindset

Self Reliant India



Disruptive Technologies



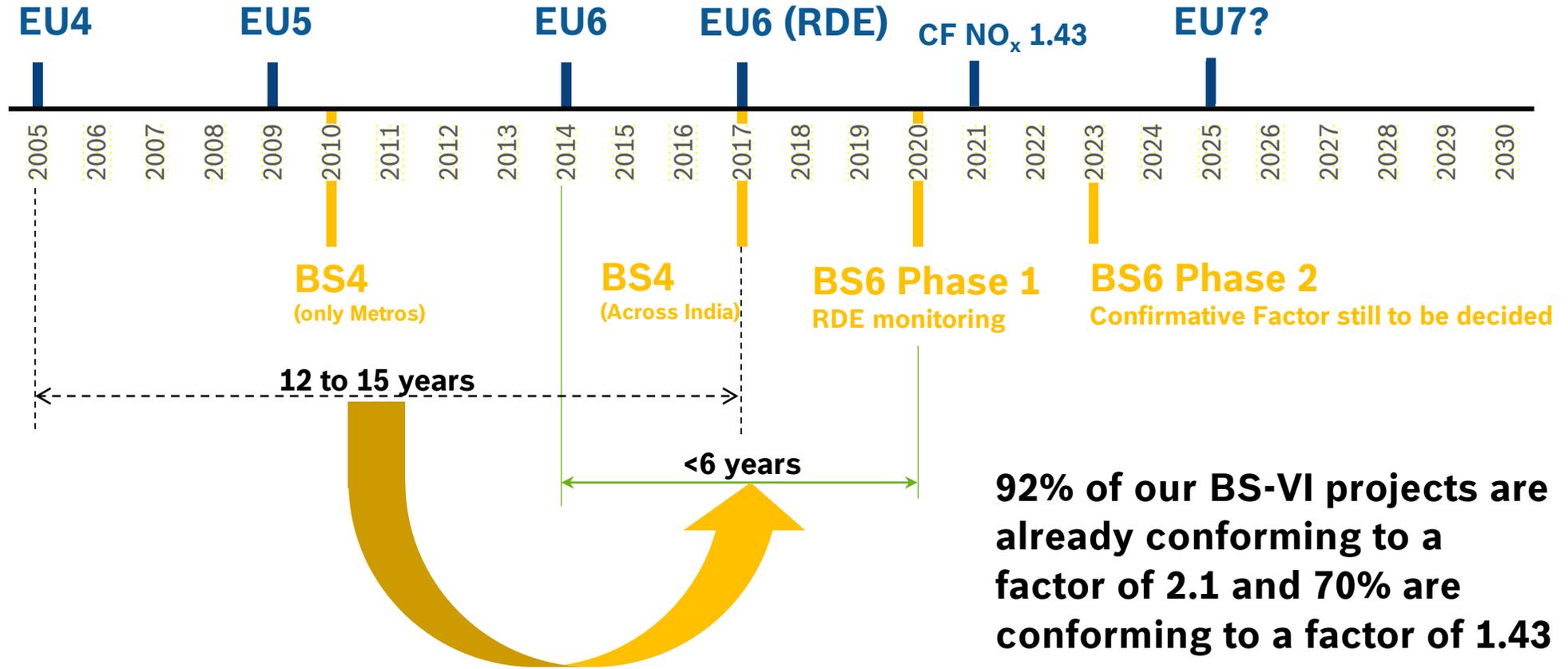
PLI
EoDB
Labour Codes
Corporate Tax
Supply Chains
Derisk

Automotive Market Insights



Legislative Framework

AUTOMOTIVE INDUSTRY | REGULATORY COMPARISON

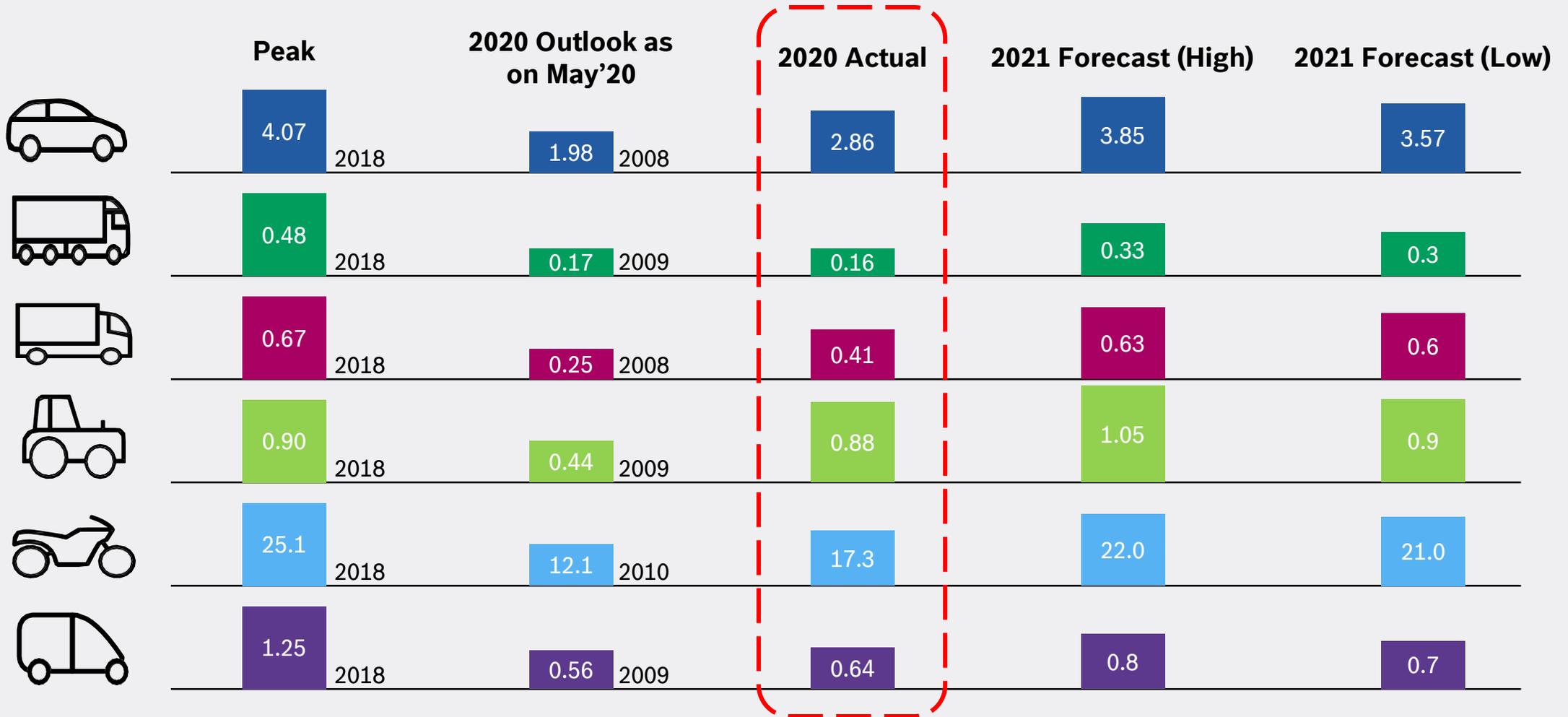


Leapfrogging to BS6 = Technology backlog from ~12yrs to < 6yrs | Timeline for policies should not change

CURRENT MOBILITY SCENARIO

High scenario: FY 2022 – GDP growth = 11.5%

Low Scenario: FY 2022 – GDP growth = 8.6%



Unit of Measure in Mio vehicles

F2021* :- Forecast total sales Volumes for 2021

Reference: Econometric model Forecast

Mobility Portfolio



PREPARED FOR THE FUTURE

From Powertrain to Connectivity to Safety
Clean, Efficient & Technology Agnostic Mobility Solutions

MOBILITY TRENDS OF THE FUTURE

sustainable

safe

exciting

Our purpose

S

Software & Services

SW-defined systems, data-driven services

P

Personalized & User Experience

User-centered mobility for people and goods

A

Automated

Assisted & automated vehicle operations

C

Connected Systems

steering, braking, powertrain

E

Electrified

BEV, H2, actuators, thermal systems, energy supply

Today's business & Growth fields

PURPOSE & AMBITION

A

**MOBILITY
VALUE CHAIN**

B

CUSTOMERS

C

**PORTFOLIO &
TECHNOLOGIES**

D

**PEOPLE &
LEADERSHIP**

E

IMPLEMENTATION & EXCELLENCE

Electromobility: **FUTURE CORE BUSINESS**

€ **5** bn

Upfront investments

90

Powertrain
electrification
projects



In 2020, orders worth

€ **7.5** bn

€ **700** m

Investment 2021

Global Focus

MOBILITY SOLUTIONS

Our vision: mobility “without side-effects”



EMISSIONS
FREE



ACCIDENT
FREE

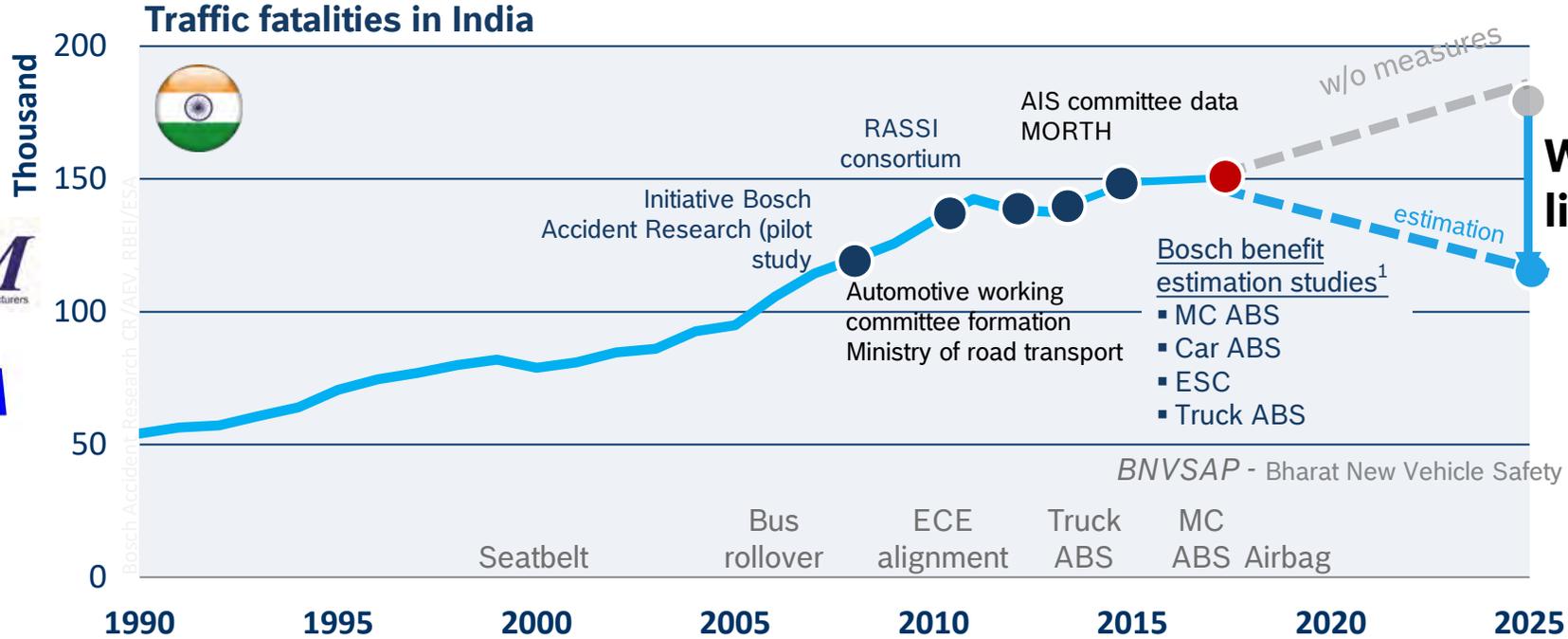


FASCINATING



SAFE MOBILITY

Bosch Research – Journey of Decade (2010 – 2020)



We save lives



सत्यमेव जयते



Bosch Accident Research established evidence based data collection thus enabled to identify countermeasures and supports to improve road safety

1) Source: Bosch Accident Research CR/AEV; RBEI/ESA; Forecast estimated based on results from studies and other measures; 100% installation rate



ENGAGEMENT OF BOSCH WITH INDUSTRY & GOVT. BODIES

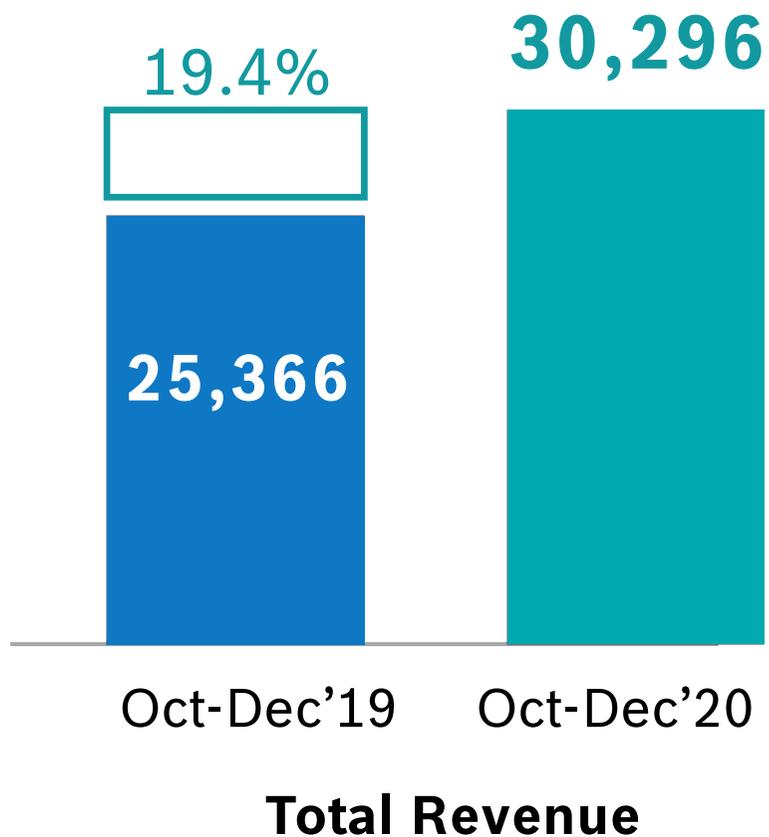


Technology agnostic solutions provider

Bosch Ltd | Investor's meet

Financial Performance | Q3 F2020-2021

Values in m INR



Operating Profit (EBIT)

2,611.7 (8.6% oS)
(+24.1% PY)

Profit Before tax (PBT) w/o exceptional items

3,656.8 (12.1% oS)
(+5.2% PY)

Profit Before tax (PBT) w. exceptional items

2,190.1 (7.2% oS)
(+56.4% PY)

Profit After tax (PAT)*

1,857.7 (6.1% oS)
(+55.6% PY)

We **LEAD** Bosch

#People Obsession
#Customer Obsession
#Profitable Growth Obsession





You work in a great place to work!

Bosch India Social Engagement

Skilling in Karnataka



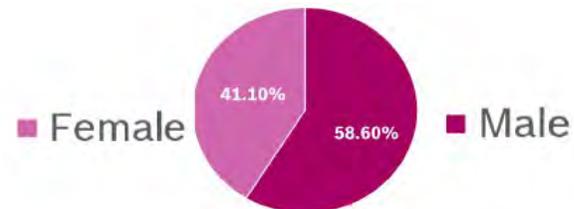
BRIDGE

8 years of making less-educated youth employable through BRIDGE Centers across Karnataka



8,000+ BRIDGE beneficiaries in Karnataka

26 Districts **62** Centers **25** Govt. ITIs



PPP with Govt. of Karnataka

Upgradation of 25 Govt. ITIs in Karnataka



Support to the ITIs:

1. Bosch Technical Lab
2. Curriculum Modernisation
3. Training ITI Trainers
4. Industry Exposure

'Model ITI' at Govt. ITI, Diary Circle, Bengaluru

Development of the Model ITI (Block I) at the ITI by Bosch included the setting up of:

1. Train the Trainer Lab
2. Mechatronics Lab
3. ICT Lab
4. Advanced Manufacturing Lab
5. Modern Carpentry Lab



Inauguration by Addl. Skill Secretary, GoK



Visit of the Deputy CM, GoK

Artisan Training

Carpentry

Artisan (Master) Training Center in Carpentry, Adugodi Plant, Bengaluru



Artisan (Multiplier) Center in Carpentry, The Art of Living, Bengaluru

Electrical

Artisan Training Center (Multiplier) in Electrical at BESIT Polytechnic, Bengaluru



CONTRIBUTIONS

BY

BOSCH LTD

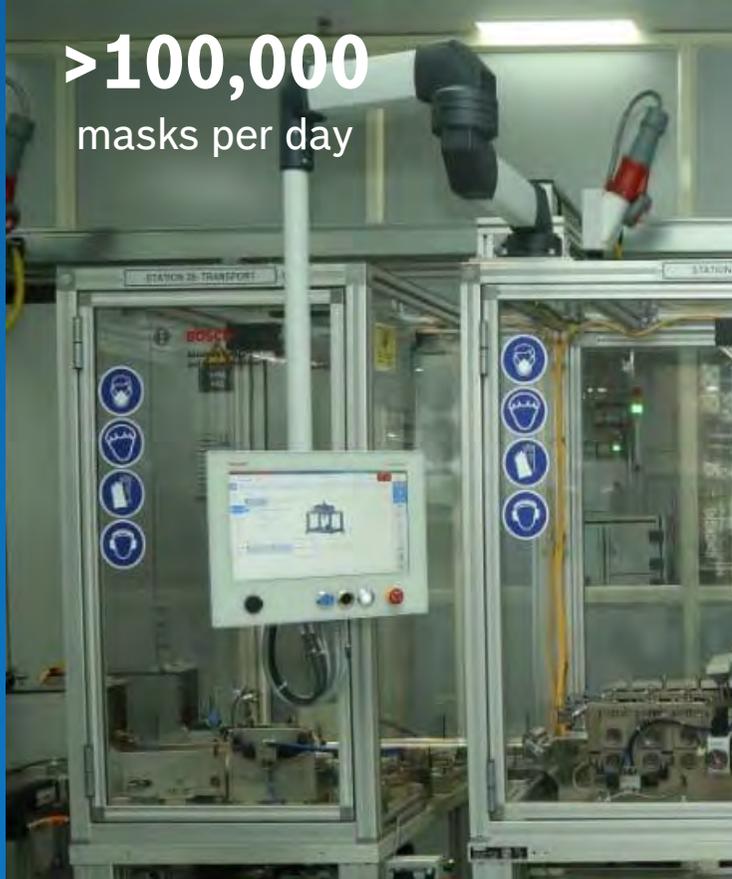
IN FIGHT AGAINST

COVID-19

₹50 Crores

Pledge by Bosch Group in India

>100,000
masks per day



CareZeus
Hospital Tracking
Platform for COVID-19

Track availability of beds, ventilators and ICU's
for faster response on field



Enabling healthcare facilities to fight the pandemic





CO₂ neutral

Sustainability – CO₂ neutrality

Bosch is committed to climate action. In 2020, we want to become carbon neutral worldwide.





100 years of Bosch India
in 2022

BOSCH ADUGODI
A Smart Campus

Thank you!