BOSCH

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Corporate Relationship Department
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Rotunda Building
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai – 400 001
Scrip code:500530

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

November 14, 2025

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 November 17,2025.

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 November 12, 2025, intimating schedule of Analyst/ Investor meeting/ conference on November 17, 2025, at 09:30 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 November 17, 2025.

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: 2025.11.14 19:25:04 +05'30'

V Srinivasan
Company Secretary & Compliance Officer

Bosch Limited
Annual Investors Meet

November 17, 2025 | Mumbai

Bosch Limited | Annual Investors Meet

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

- Safe Harbor Statement

Bosch Limited | Annual Investors Meet

Guruprasad Mudlapur

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

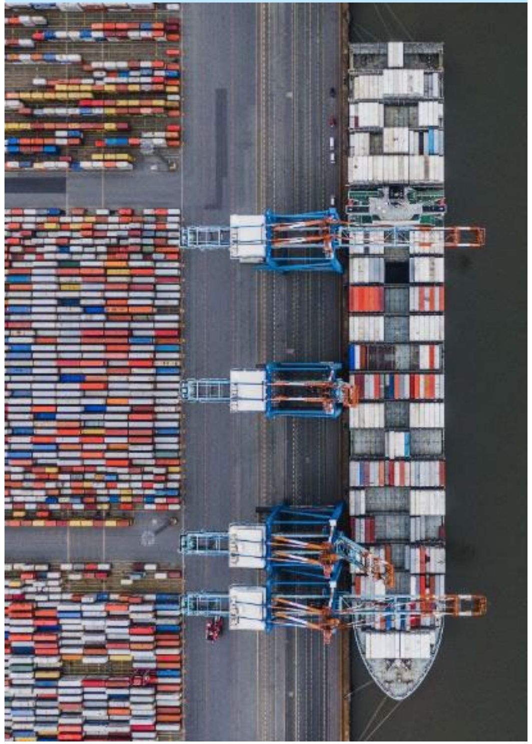
Karin Gilges

Chief Financial Officer,
Bosch Limited

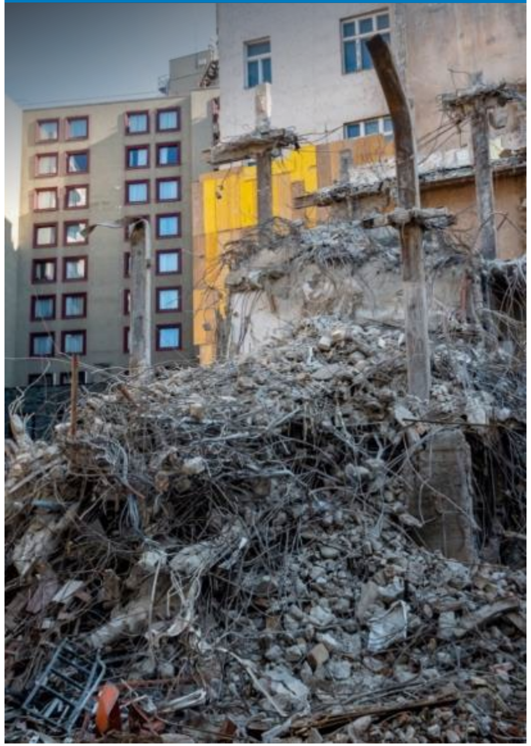
Bosch Limited | Annual Investors Meet
Global macroeconomic overview

Weak global growth

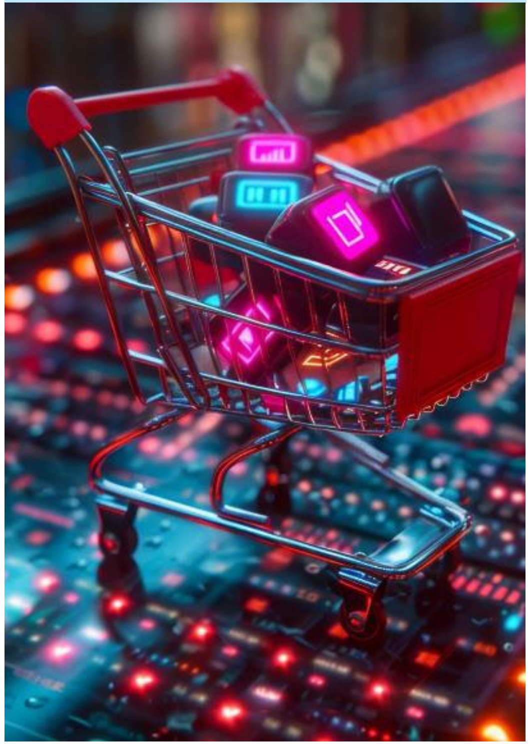
Trade barriers



Geopolitical conflicts



Changed consumer behavior



Bosch Limited | Annual Investors Meet

Global structural changes across all business sectors

Mobility

- Stagnating vehicle production
- Profound shifts in markets and technologies
- Delays in technologies that will shape the future

Consumer Goods

- Chinese competitors taking the lead
- Intense price competition in all segments

Industrial Technology

- Still weak hydraulics and factory automation markets
- Highly competitive market

Energy and Building Technology

- Weak construction sector
- Ongoing market consolidation
- Regulatory intervention in market

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Bosch Limited | Annual Investors Meet

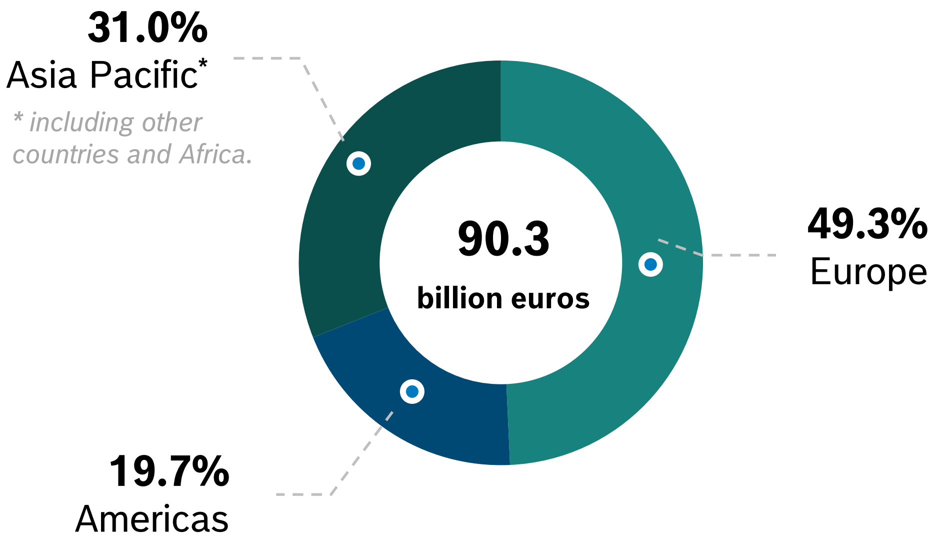
Bosch Global Business Update | Review of 2024

€90.3 bn Bosch Group sales

EBIT Margin from operations **3.5%**

€5.1 bn
Capital expenditure

€7.8 bn
R&D spending



Sales revenue by region

All values for calendar year 2024

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Bosch Limited | Annual Investors Meet

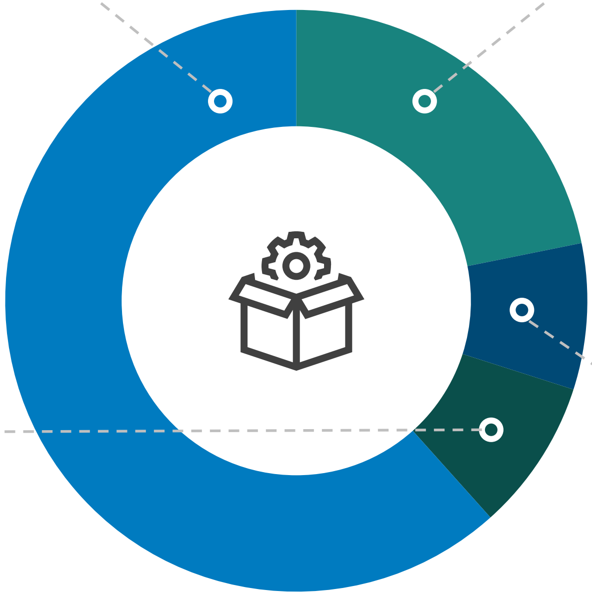
Bosch Global Business Update | Review of 2024

€55.8bn

Mobility
61.8%

€20.3bn

Consumer Goods
22.4%



€7.5bn

Energy and Building Technology
8.3%

€6.4bn

Industrial Technology
7.1%

Sales by business sector

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Bosch Limited | Annual Investors Meet
Bosch India Overview

₹373 billion
Net Revenue,
FY 2024-25

1953
1st Manufacturing
Operation in Bangalore

17
Manufacturing
Facilities

38,000+
Associates

15
Group Companies

Bosch Limited
Listed on Stock Exchange
₹180.87 billion
Net Revenue,
FY 2024-25

- **Mobility Solutions**
- **Energy & Building Technology**
- **Industrial Technology**
- **Consumer Goods**

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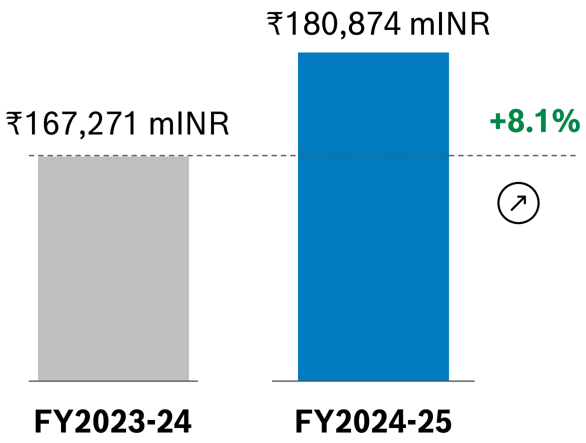
Bosch Limited Business Update

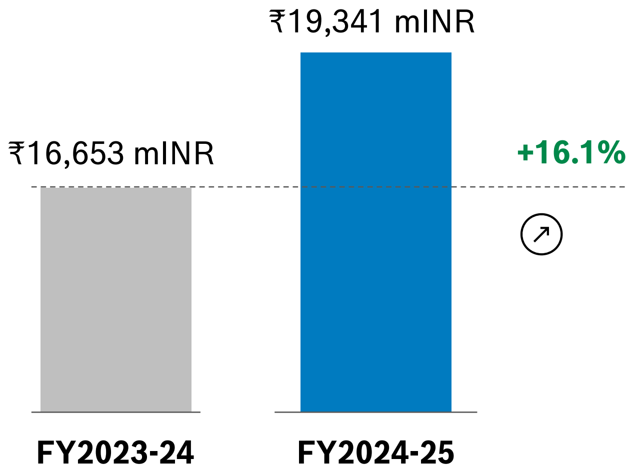
By Karin Gilges

Bosch Limited Business Update

Review of FY 2024-25 | Consistent Growth



Revenue from Operations



Operating Profit (EBIT)

Research and Development cost

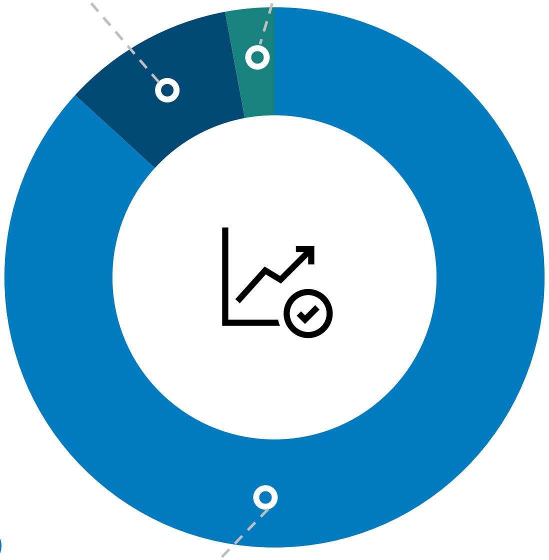
₹5,303 mINR

Capital Expenditure

₹1,273 mINR

Bosch Limited Business Update

Review of FY 2024-25 | Sales Growth by Business Sector



17.2 bnINR

Consumer Goods
+6.3%

4.9 bnINR

Energy & Building Technology
+8.2%

145.1 bnINR

Mobility
+7.0%

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Bosch Limited Business Update

Review of FY 2024-25 | Mobility Business Sales Performance

Power Solutions

↗ 5.8%

2-Wheeler

↗ 18.5%

Mobility Aftermarket

↗ 8.4%

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Bosch Limited Business Update
Review of FY2025-26 | Q2 Results

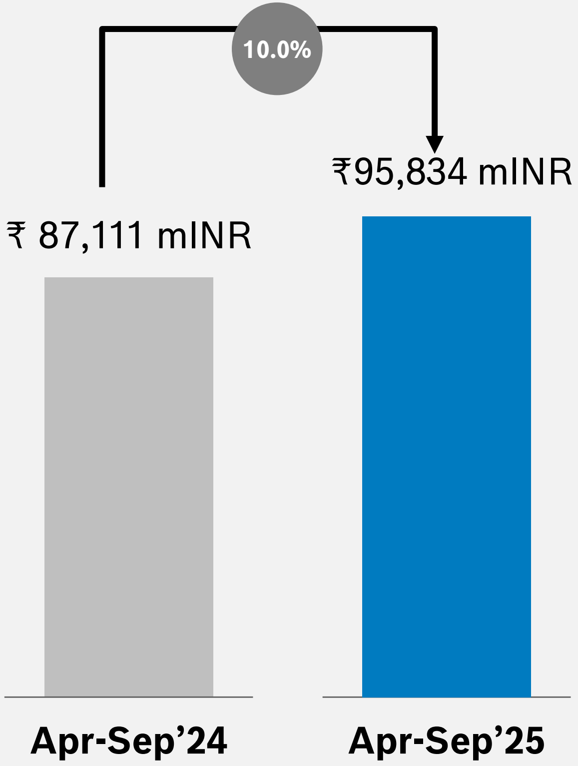
Q2'2025-26 Results

- EBITDA: ₹6,171 mINR (12.9% on Revenue)
- Profit Before Tax (PBT): ₹7,303 mINR (15.2% on Revenue)
- Profit After Tax (PAT): ₹5,542 mINR (11.6% on Revenue)

H2'2025-26 Results

- EBITDA: ₹12,564 mINR (13.1% on Revenue)
- Profit Before Tax (PBT)*: ₹21,242 mINR (22.2% on Revenue)
- Profit After Tax (PAT)*: ₹16,696 mINR (17.4% on Revenue)

*Including exceptional items (profit on sale of Building Technology business)



Revenue from Operations

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Bosch Limited | Annual Investors Meet

Localization Journey: Products

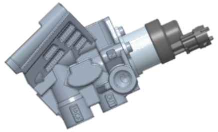
2021

Lambda Sensor
SOP : Q1.2021

Fuel return line
SOP: Q2.2021

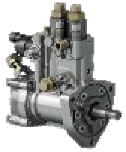
Large Angle Grinder
SOP: Q3.2021

Fuel Control Unit
SOP: Q4.2021



2022

Common Rail Pump (CB18)
SOP : Q2.2022



Speed Sensor
SOP : Q2.2022

Common Rail Pump (CP4i)
SOP : Q3.2022

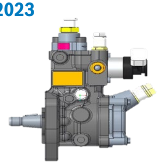
Element Plunger
SOP : Q4.2022

2023

Spark Plug
SOP : Q1.2023

Impact Drill
SOP : Q2.2023

Common Rail Pump (CB 08)
SOP : Q2.2023



Marble Cutter
SOP : Q3.2023

2024

Speed sensor
SOP : Q2.2024

Double earth electrode Spark Plug for Export
SOP : Q2.2024

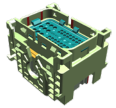
Large Angle Grinder
SOP : Q3.2024

Pressure / Temp. Sensor
SOP : Q4.2024

2025

NOx Sensor
SOP: Q2.2025

Microflex connector
SOP : Q3.2025



Lambda Sensor
Additional Lines

Small Angle Grinder
SOP : Q2.2025

Rotary Drill
SOP : Q4.2025

Localization In progress

Common rail pump (CB18)
Additional Volumes
SOP: 2028

Lambda Sensor
Additional lines
SOP: 2026

Temperature Sensor
SOP: 2026

Abbreviation:
SOP - Start of Production

Note: Images for representation only

Bosch Limited Portfolio Update

By Guruprasad Mudlapur

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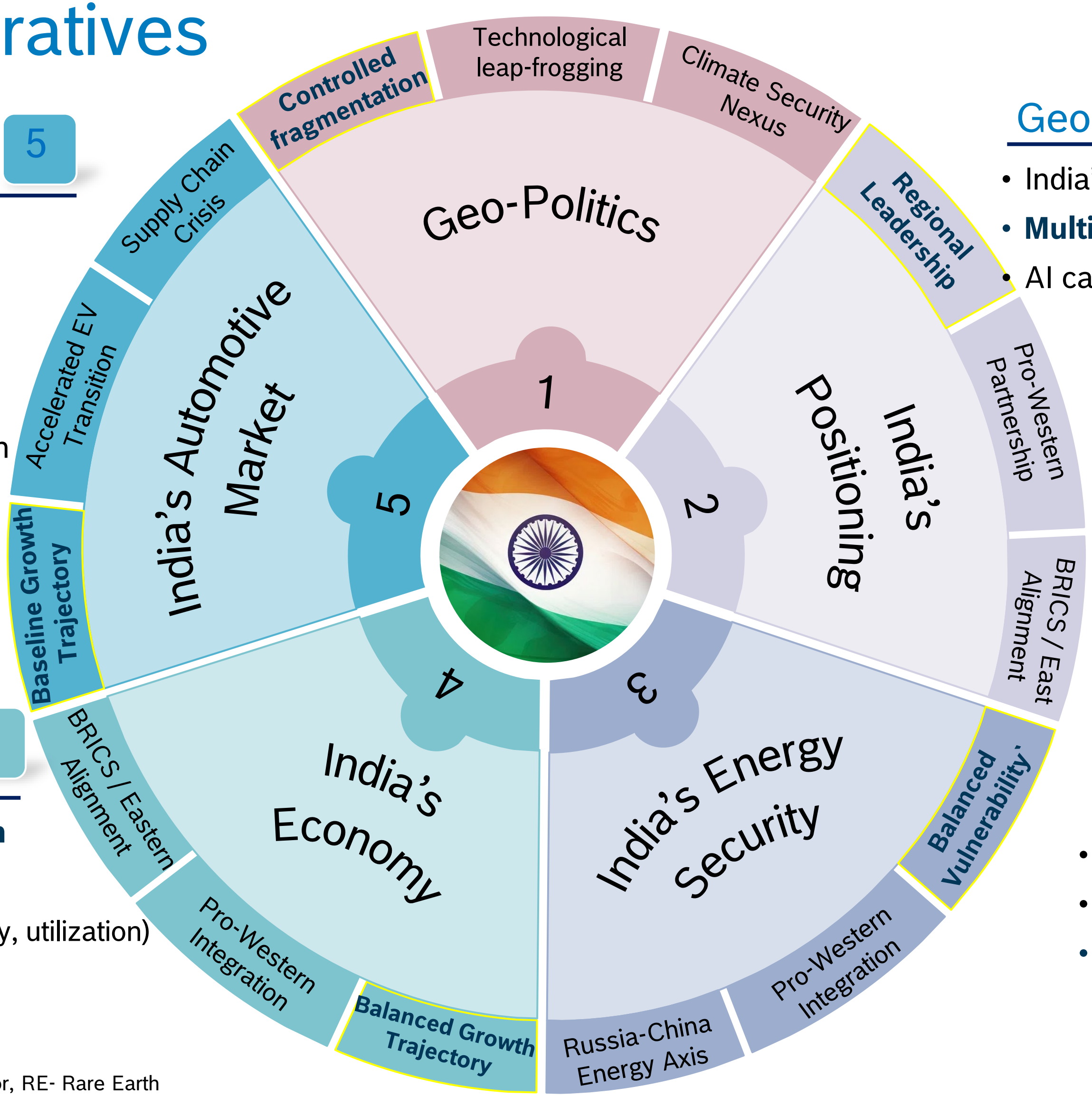
Key India imperatives



Geo-Politics 1

- India's GDP growth
- **Multipolar alignment *(SC, Energy, RE, Battery)**
- AI capability trajectory

India's Positioning 2

- **Global supply chain re-alignments**
- Self reliant investments (SC, RE, Battery)
- Role in Global south incl. digital governance

Energy Security 3

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

Economy 4

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

Automotive Market 5

- Increasing Domestic Value Add (> 50% (Target))
- **Strategic Partnerships**
- Engineering Leadership and Advocacy
- Prepare for Global OEM entry in electrification

*HRE-Heavy Rare Earth, SC – Semi Conductor, RE- Rare Earth

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India GDP trajectory backed by firm investments in multiple areas ; Navigation of geo-political scenarios decisive for long term growth security

Rising middle class household
36% in 2025 to 47% by 2030

Strong Domestic Consumption
~60% of GDP (bolstered by Tax stimulus)

Demographic dividend
Median age 29 years

4.1 trillion US$ 2025

6.5% CAGR
[Real GDP Growth]

8.0 trillion US$ 2032*

Infrastructure Development

National Highways	146k	km		
Railway Route Length	69k	Km	7.3k	Stations
Airports/Airstrips	487		36	International Airports
Major seaports	14		200+	Non-Major ports

Digital India

Aadhar	1.4 Bn	biometric identity
Smartphone	800 Mn	users
UPI Transaction	294 Bn	US$ monthly
FASTag	110 Mn	Tags issued (1228 Toll Plazas)

Focus on Manufacturing
Policy Push | Production Linked Incentive, Gatishakti (Logistics and warehousing improvements) | Localization for defense equipment

Watchout – Tariff as Risk Driver

Increased Focus on Exports
Auto component exports potential
22.9 b$ (2025) to 100b$ (2030)

The Foreign Trade Policy (FTP) 2023 aims for India's total exports (goods and services) to reach **$2 trillion** by 2030, focusing on high-tech manufacturing and e-commerce

Renewable Energy
Target of 500GW by 2030
[~247GW in 09.2025]

Resilience in Service sector

IT Industry 2025	IT Industry 2030	Healthcare 2025	Healthcare 2030	Tourism 2025	Tourism 2030
283 b$	500 b$	99 b$	194 b$	268 b$	450 b$

*IMF data 2030 – 6.63 trillion US$; 2032 value extrapolated

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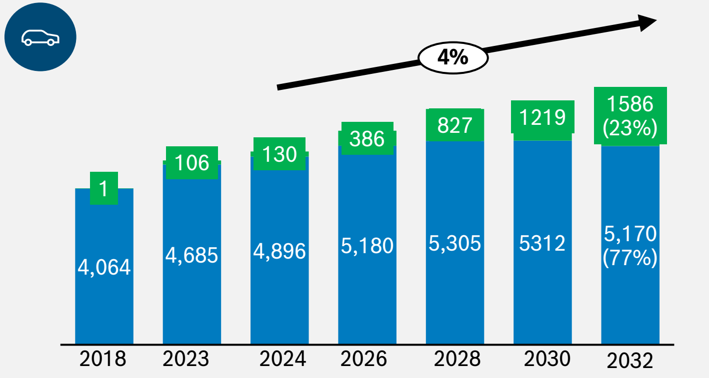
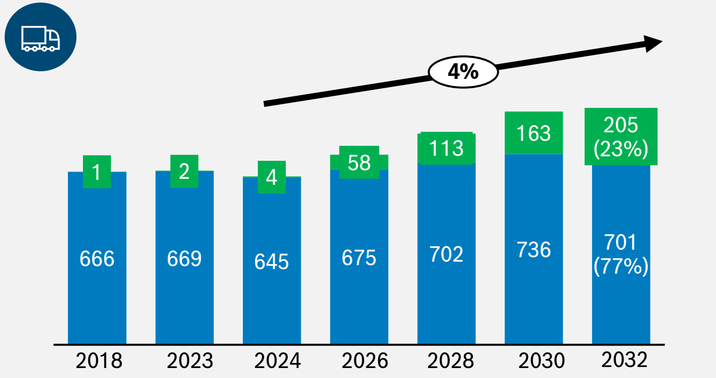
Market Prognosis

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

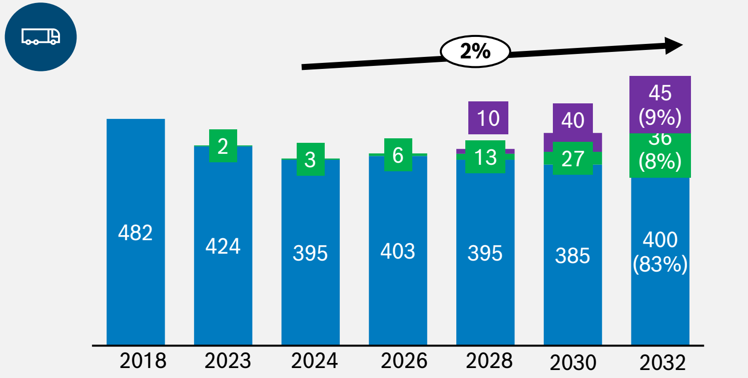
Source: (A)MP25



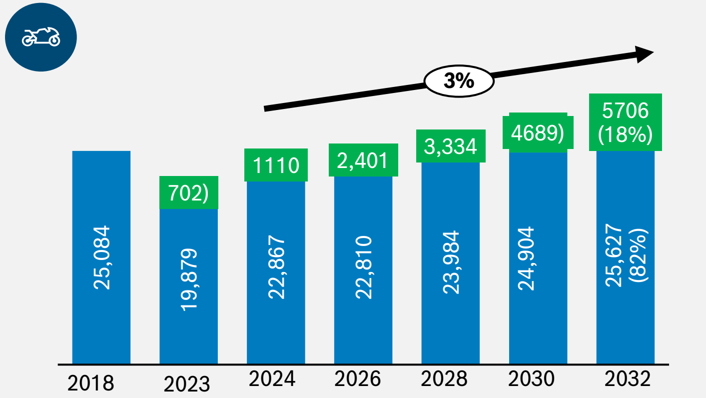
Higher penetration of BEV by 2030 driven by TCO & Infra development



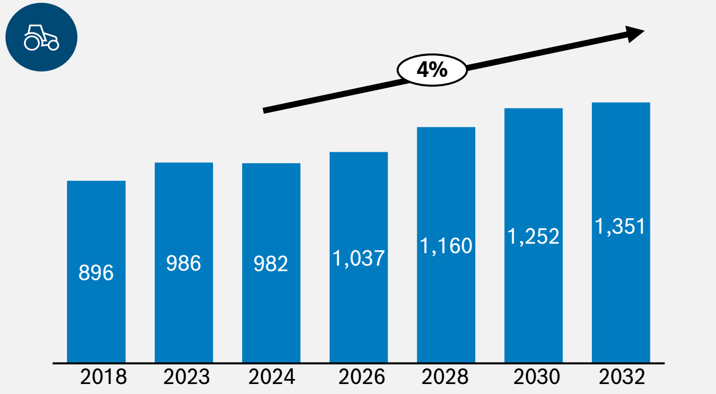
EV penetration mainly in < 2T LCVs | Last mile TCO benefit



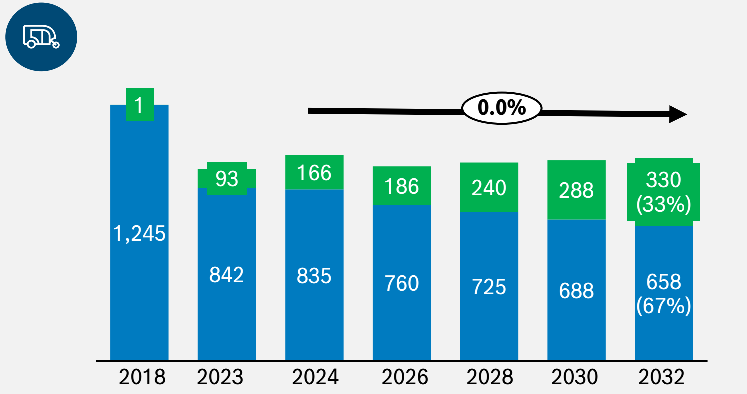
Long haul fleets will be part of the hydrogen ecosystem



EV Adoption driven by PMPs and reducing battery prices



Steady growth over long term



EV adoption led by TCO parity and new business models

Overall market expected to grow annually at 3% - 4% in long term (CAGR:2024-2032)

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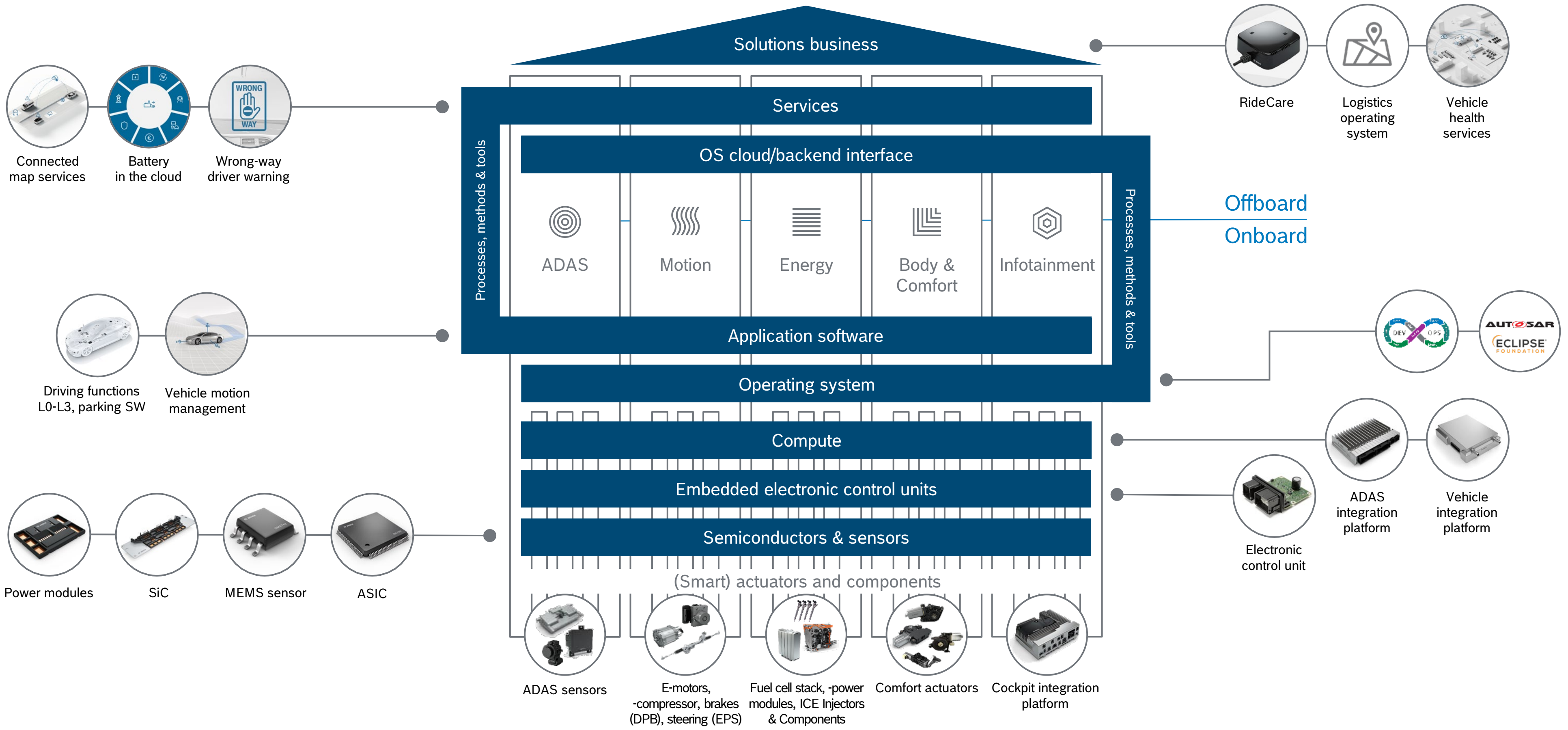
Mobility Technology Stack



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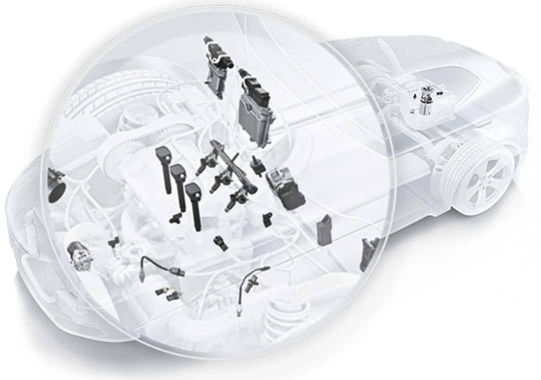
Bosch Limited | Mobility Portfolio

ICE

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



Powertrain

H2 Engine

- Hydrogen systems
  - Port Fuel Injection system
  - Multi-Purpose Gas Injector
  - Hydrogen Injection Fuel Rail Systems

Hydrogen ICE powered Truck

Electrification

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

E-Axle

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Annual Investors Meet

Thank you!

November 17, 2025