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Bosch Ltd. Investors' Conference

Soumitra Bhattacharya
Managing Director, Bosch Ltd

Bengaluru | 6th July 2020

#LivingIntheNewNormal

2

FY20

The
Year
gone by

FY21

The
Year
ahead

AGENDA

- ↳ Bosch Global
- ↳ Bosch in India & Bosch Ltd
- ↳ 2019 – A look back
- ↳ 2020 – An Unprecedented Crisis
- ↳ Financial Results of FY20
- ↳ Way Forward
 - ↳ Securing Operations
 - ↳ Mobility
 - ↳ Automotive Aftermarket
 - ↳ Power Tools
 - ↳ Leveraging Bosch Group in India
- ↳ Climate Change
- ↳ Summary

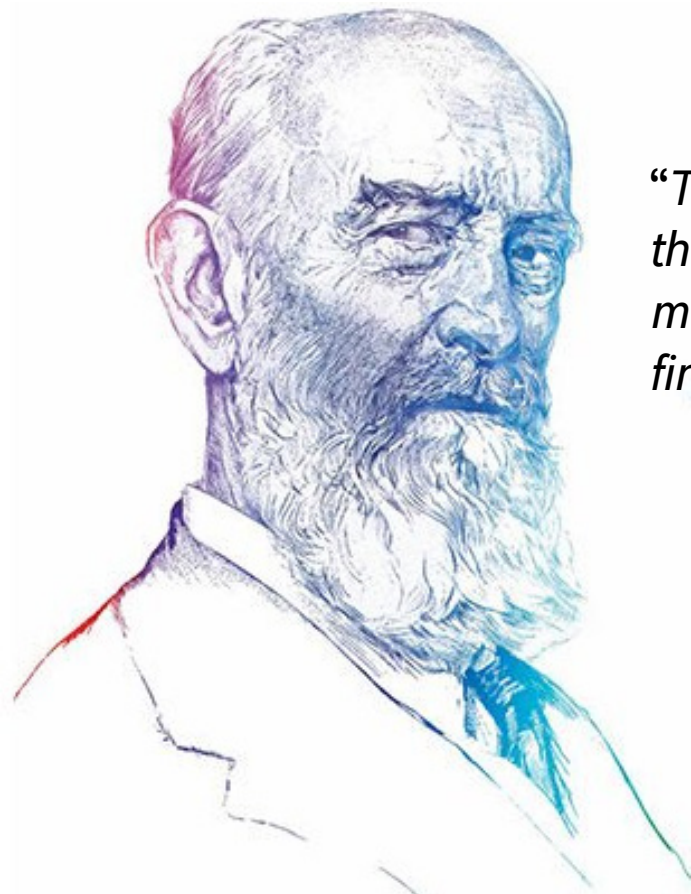
77.7
billion euros
sales revenue
in 2019

72,600
researchers
and **engineers**
worldwide

Approx.
440
subsidiaries and
regional companies
in more than
60 countries

2.9
billion euros
EBIT in 2019

6,1
billion euros
research and
development expenditure



“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

Shareholders of Robert Bosch GmbH



Shareholding

1% Robert Bosch GmbH
7% Bosch family
92% Robert Bosch Stiftung GmbH



Voting rights

7% Bosch family
93% Robert Bosch Industrietreuhand KG

Mobility Solutions



Powertrain Solutions
Chassis Systems Control
Electrical Drives
Car Multimedia
Automotive Electronics
Automotive Aftermarket
Automotive Steering
Connected Mobility Solutions
Bosch eBike Systems¹

Other businesses:
Bosch Engineering GmbH
ETAS GmbH
ITK Engineering GmbH
Two-Wheeler and Powersports

¹ New division from January 1, 2020

Industrial Technology



Packaging Technology^{1,2}
Drive and Control Technology³

Other businesses:
Bosch Connected Industry
Robert Bosch Manufacturing Solutions GmbH

1. Robert Bosch Packaging Technology GmbH
2. Until December 31, 2019
3. Bosch Rexroth AG (100% Bosch-owned)

Consumer Goods



Power Tools¹
BSH Hausgeräte GmbH

1. Robert Bosch Power Tools GmbH

Energy and Building Technology



Building Technologies
Thermotechnology
Bosch Global Service Solutions

Other businesses:
Robert Bosch Smart Home GmbH

Bosch in India

1953

1st Manufacturing Operations in Bangalore

1922

1st Sales Office in Calcutta

15

Group Companies

16

Manufacturing Facilities

6 manufacturing Facilities of Bosch Ltd

Bosch Ltd

Flagship Company of the Bosch Group in India

195

Billion rupees Sales Revenue in 2019

3,500

Sales Outlet

Associates

31,530

Bosch Ltd 100

Billion rupees

1,500

Suppliers

Bosch Ltd Associates

7,550

MOBILITY SOLUTIONS

ENERGY & BUILDING TECH.

CONSUMER GOODS

INDUSTRIAL TECH





NBFC CRISIS

LIQUIDITY

CRUNCH

STRUCTURAL

SHIFT

DEMAND

SLOWDOWN

HIGH

INVENTORY

CLIMATE

CHANGE

2019

A year of Challenges

VEHICLE PRODUCTION FY 2019-20

DROP OF

17%

TRACTORS	-15%
3 WHEELERS	-11%
CAR + UV	-15%
LCV	-22%
HCV	-47%



Bosch Ltd

6 Plants

Shut down

80% Staff

Work From Home for ~6 Weeks

~800

associates working in **task forces**

Negligible Sales

April 2020. May & June 2020 Uncertain



2020 An Unprecedented Crisis



Automotive Market Trends

Sales YoY %

Pre		Post COVID-19	
Scenario	Realistic	Worst Case	
-7%	-46%	-61%	
Pre		Post COVID-19	
Scenario	Realistic	Worst	
-21%	-49%	-61%	
Pre		Post COVID-19	
Scenario	Realistic	Worse	
-37%	-59%	-70%	
Pre		Post COVID-19	
Scenario	Realistic	Worse	
-7%	-45%	-64%	
Pre		Post COVID-19	
Scenario	Realistic	Worse	
-9%	-45%	-61%	
Pre		Post COVID-19	
Scenario	Realistic	Worse	
-9%	--	--	



CAGR₁₂₋₁₉
1.4%

CAGR₁₂₋₁₉
-0.5%

CAGR₁₂₋₁₉
1.4%

CAGR₁₂₋₁₉
3.7%

CAGR₁₂₋₁₉
5%

CAGR₁₂₋₁₉
5.5%

COVID19 impact projected to pushes back the auto industry to 2008 ~ 2010 levels

CONTRIBUTIONS

BY

BOSCH LTD

IN FIGHT AGAINST

COVID-19



12
₹5 Crores



₹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



RESPECTABLE PERFORMANCE

IN A

DIFFICULT MARKET ENVIRONMENT

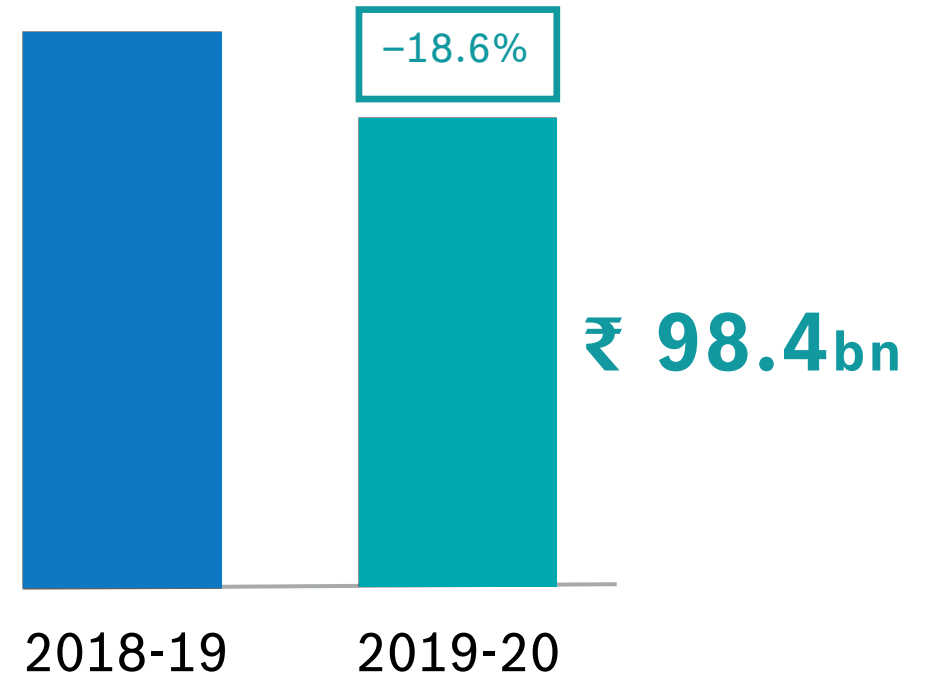
Margin from
operations

11.2%

DIVIDEND
per share
retained at,
subject to
shareholders'
approval

₹ 105

BOSCH LTD SALES PERFORMANCE



Resumption of Operations

hinges on



Reassurance:

associates need to know they are not risking their health

Coordination:

Achieving demand-supply balance & removing supply chain bottlenecks

Mobility Portfolio



PREPARED FOR THE FUTURE

From Powertrain to Connectivity to Safety

BS6

Changeover

amidst COVID-19
crisis

150

BS6 projects



~73 PC & LD BS6 projects
System solution provider

79

OEM projects deliveries



~25 EMS projects across 4 OEMs
with systems & Components

Investment in
factories,
infrastructure,
R&D and
competence



~52 BS6 programs

Powertrain

Legislation &
Technology Changes
New Opportunities and Efficiencies

Emission Standards | OBD | IRDE | CAFE

Fuel Injection Equipment

Exhaust Gas Treatment

Engine Calibration

Software Functions

Warm Up Management

Hybrids

Fuel Injection Products | Exhaust System Products
Sensors | ECU | EMS

400_m EUR

Approx. investment globally on
R&D for Electrification

Solutions
tailored for
Indian needs

2EV 2Wh projects in last 24 months

ICE will still
be dominant
and relevant

Electric Powertrain Solutions

						
2-Wheeler	2-Wheeler	2-/3-Wheeler	3-/4-Wheeler	4-Wheeler	4-Wheeler	4-Wheeler
Electric Bike (Pedelec)	Electric Scooter (low power)	Electric Scooter (eMotorcycle)	Light Electric Vehicle	Mild Hybrid	Strong / Plug-in Hybrid	Electric Vehicles
0.25 - 0.5 kW	0.5 - 3 kW	2 - 25 kW	4 - 30 kW	6 - 25 kW	30 - 120 kW	40 - 450 kW
36 V	36 - 60 V	36 - 60 V	36 - 60 V	48 V	120 - 460 V	120 - 850 V

Mobility Services

And Connected
Solutions

Connected and
personalized

Mobility Solutions for India

Innovative &
intelligent

vehicle architecture

Cloud based
services

to boost services

2Wheeler & 3Wheeler



Engine Management System

Integrated Electrification System

Safety Systems (ABS, MSC)

Sensors

Infotainment & Connectivity

Powertrain Systems & Electrification
Connectivity Systems | Assistance Systems

Automotive Aftermarket

Diagnostics
to Repair

1100

1st Trade level Customers

1500

Workshop partners

**7 Additional
Regional Offices
In 2020**

**Parts
Diagnostics
Workshop Services**

Automotive Aftermarket Transformation

Strategic Focus Areas

Customer & Distribution Strategy

Demand Generation

De-risk from Diesel & grow in focus products

Portfolio Strengthening

Workshop Concepts and Cooperation

Digital Ecosystem

Enable business transformation

Processes | Digitalization

Power Tools

Fascinate Users,
Affordable Solutions,
Better Life

> **300** Service Centers

Widest service network

Availability of

> **9000** SKU's
in **12** warehouses

Pan India



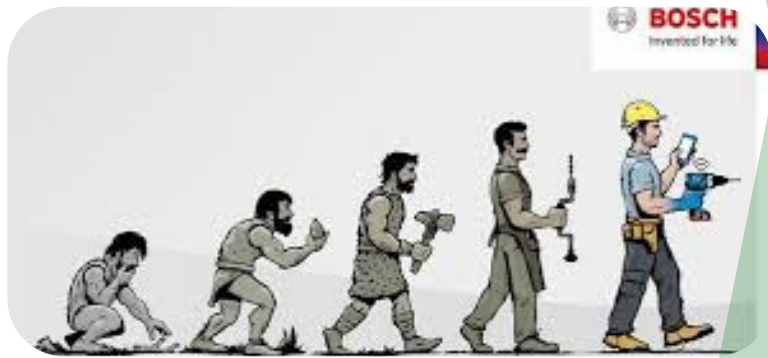
Focus on **Service**

Tradesman | Contractor | Construction

Industrial | Institutional

Power Tools

Digitalization is no longer
“Nice to have”

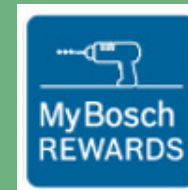


80% of our Users
search for our products online

>50% of our Users
buy our products online



E-commerce



Bosch Power Tools B2B Portal

FOR NEX GEN INDIA:

WITH

technology agnostic solutions



ICE



ELECTRIC



SENSORS



SOFTWARE



SERVICES



PEOPLE

LEVERAGING BOSCH GROUP IN INDIA

Robert Bosch Engineering and Business Solutions | Bosch Automotive Electronics India | Bosch Chassis Systems
ETAS Automotive India | Bosch Electrical Drives India | Bosch Rexroth (India) | BSH Home Appliances



BUT

climate action

ALSO REMAINS VITAL

We have to combat coronavirus
without forgetting climate change

Summary

Short Term

- ▶ **Slow ramp-up of operations** ongoing, Auto industry will need **many years** to go back to FY19 levels
- ▶ Under challenging market environment, short term focus on getting an **optimal result for FY21**

Mid to Long Term

- ▶ Leverage **global reach and expertise** to bring in cutting edge technology in **new age topics**.
- ▶ Focus on **sustainable and profitable growth** through **structural transformations**.
- ▶ Adoption & **Investment in technologies** that will secure our business in future.
- ▶ **Mobility Portfolio:** We are prepared for the Future
- ▶ Bosch Ltd to leverage the **know how of other group companies** of Bosch in India.
- ▶ **Long term forecast** for India remains **positive**, Bosch remains invested with its **tech agnostic approach**

BOSCH LTD. INVESTORS' CONFERENCE 2020

BOSCH ADUGODI
A Smart Campus