

The collage represents Bosch's global presence and product range. It features a map of India with various images placed over it: a car on a lift, a large industrial fan, a group of people holding a 'We are Bosch' banner, a Bosch factory building, a modern office building, a car engine, a car chassis, a group of people in a meeting, and a group of people in a competition. The background is a blue network of lines and dots.

Annual Report 2014-15



Cover Page

At Bosch, we have always had a firm focus on the future – we strive to anticipate the challenges and opportunities the world of tomorrow brings.

“Ready for tomorrow. Today.” is the theme of this year’s Bosch Limited Annual Report. You will gain insight into how our unique organizational culture and agile systems and processes enable us to anticipate emerging market needs, enhance the skills and competencies of our employees, create groundbreaking technologies, build world-class facilities and secure our financial independence. These initiatives ensure that we are ready for the future and continue to deliver world-class technological products and solutions that will improve the quality of life for millions.

We are Bosch

Our **objective** – what we want to achieve

In the spirit of Robert Bosch, we aim to secure our company's future by ensuring its strong and meaningful development and preserving its financial independence.

Our **motivation** – what drives us

Invented for life: we want our products to spark enthusiasm, improve quality of life, and help conserve natural resources.

Our **strategic** focal points – what will help us succeed

Focusing on customers

We understand our customers' requirements. We tailor our products to them, and we create innovative business models.

Shaping change

We shape change and seize the opportunities it brings, especially in connectivity, electrification, energy efficiency, automation, and the emerging markets.

Striving for excellence

We measure ourselves against the best. Our performance is fast, agile, and accurate. Our productivity is high and secure.

Our **strengths** – what we do well

Bosch culture

Worldwide, our distinctive corporate culture is a common bond. We live by our values and strive for continuous improvement. We are proud to work for Bosch.

Innovation

Our creativity is the basis for new technological solutions that translate into best-selling products. We are innovation leaders.

Outstanding quality

We deliver products that meet the highest standards of reliability. In this way, we exceed expectations.

Our **values** – what we build on

Future and result focus

Our actions are result-focused. This allows us to secure our future. It also creates a sound basis for the social initiatives of the company and the foundation.

Responsibility and sustainability

We act responsibly in the interest of our company, also taking the social and ecological impact of our actions into consideration.

Initiative and determination

We act on our own initiative, take entrepreneurial responsibility, and pursue our goals with determination.

Openness and transparency

We communicate openly. Transparency matters in a team. This is the basis for a strong relationship between us and our customers.



our strongest competitors. Our work
ent processes, lean structures, and
rease the value of the company.

t offer the best quality and
e meet our customers' wishes

st
important company
y and open fashion.
oundation for a
on trust.

Fairness

We deal fairly with our colleagues
and business partners, and view
this fairness as a cornerstone of
our corporate success.

Global presence

We are an international company. While constantly
extending our global presence, we strengthen local
responsibility.

Reliability, credibility, legality

We promise only what we can deliver,
accept agreements as binding, and
respect and observe the law in all
our business transactions.

Diversity

We appreciate and encourage
diversity for the enrichment it
brings, and see it as essential
for our success.



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About Bosch Group

Bosch Headquarters
in Stuttgart, Germany.



The Bosch Group is a leading global supplier of technology and services. It employs roughly 360,000 associates worldwide (as per April 01, 2015). The company generated sales of 49 billion euros in 2014.* Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. The Bosch Group comprises Robert Bosch GmbH and its roughly 440 subsidiary and regional companies in some 60 countries. Including its sales and service partners, Bosch is represented in roughly 150 countries. This worldwide development, manufacturing, and sales network is the foundation for further growth. In 2014, Bosch applied for some 4,600 patents worldwide. The Bosch Group's strategic objective is to create solutions 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 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 up-front 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.

*The sales figure disclosed for 2014 does not include the former joint ventures BSH Bosch und Siemens Hausgeräte GmbH (now BSH Hausgeräte GmbH) and ZF Lenksysteme GmbH (now Robert Bosch Automotive Steering GmbH), which have since been taken over completely.

About Bosch Limited



Bosch Limited
Corporate Office in
Bengaluru, India.

Bosch has been present in India for more than 90 years - first through a representative office in Calcutta since 1922, and from 1951 through its subsidiary Bosch Limited (then Motor Industries Company Limited).

Robert Bosch GmbH holds 71.18 percent stake in Bosch Limited. The Company is headquartered in Bengaluru. Its key manufacturing facilities are located at Bengaluru, Nashik, Naganathapura, Jaipur, Gangaikondan, Goa and Bidadi. With the exception of new plants at Gangaikondan and Bidadi (which are awaiting certification), these plants are TS 16949 and ISO 14004 certified. Bosch Limited has its presence across sectors such as mobility solutions, industrial technology, consumer goods, and building and energy technology. It manufactures and trades products as diverse as diesel and gasoline fuel injection systems, automotive aftermarket products, starter motors and generators, special purpose machines, packaging machines, electric power tools, security systems, and industrial and consumer energy products and solutions. It earned turnover of ₹11,741 crores for the fifteen months period ended March 31, 2015.

The company has developed excellent R&D and a strong customer base. Its market leadership is testimony to the high quality and technology of its products. It also has a strong presence in the Indian

automotive services sector. It also has a strong presence in the Indian automotive services sector, with networks spanning across 1,200 towns and cities with around 3,400 service outlets which ensures widespread availability of both products and services. Apart from this, we have a strong automotive training network that spans over 10 cities thereby covering Parts, Bytes, Services and training under one roof.

Bosch is also represented by five other group companies in India: Robert Bosch Engineering and Business Solutions Pvt. Ltd., a 100 percent subsidiary of Robert Bosch GmbH, Bosch Rexroth India Ltd. (by acquiring majority stake in Rexroth established in 1974), Bosch Chassis Systems India Ltd. (by acquiring majority stake in Kalyani Brakes Ltd. established in 1982), Bosch Automotive Electronics India Private Ltd., a 100 percent subsidiary of Bosch Group and Bosch Electrical Drives India Private Ltd., a subsidiary of Bosch group based at Oragadam, Chennai.

Over the years, Bosch in India has grown to include 11 manufacturing sites and seven development centers, employing over 28,500 associates. In India it generated consolidated turnover of nearly ₹19,511 crores for the fifteen months period ended March 31, 2015.

Board of Directors



V.K. Viswanathan
Chairman,
Non-Executive
Non Independent Director



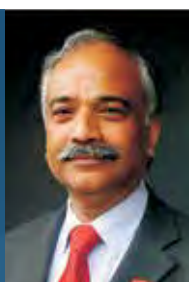
Peter Tyroller
Non-Executive
Non Independent Director



Bernhard Steinruecke
Independent Director



Renu S. Karnad
Independent Director



Prasad Chandran
Independent Director



Bhaskar Bhat
Independent Director



Dr. Steffen Berns
Managing Director



Soumitra Bhattacharya
Joint Managing Director



Franz Hauber
Alternate Director to
Mr. Peter Tyroller
(upto February 28, 2015)



Dr. Andreas Wolf
Alternate Director to
Mr. Peter Tyroller
(from March 01, 2015)

Company Information

Company Secretary

S. Karthik

Auditors

Price Waterhouse & Co Bangalore LLP

Firm Registration Number: 007567S/ S- 200012

Bankers

State Bank of India

Canara Bank

Citibank, N.A.

Deutsche Bank AG

Registered Office

Hosur Road

Adugodi

Bengaluru - 560 030

Stock Exchanges

(Where the shares of the Company are listed)

BSE Limited

Phiroze Jeejeebhoy Towers

Dalal Street

Mumbai - 400 001

National Stock Exchange of India Limited

Exchange Plaza, Bandra-Kurla Complex

Bandra (E)

Mumbai - 400 051

Registrar & Transfer Agent

Integrated Enterprises (India) Limited

No. 30, Ramana Residency

4th Cross, Sampige Road

Malleswaram

Bengaluru - 560 003

Audit Committee

Renu S. Karnad, Chairperson

V. K. Viswanathan

Bernhard Steinruecke

Prasad Chandran

Bhaskar Bhat

Stakeholders' Relationship Committee

Bernhard Steinruecke, Chairman

V. K. Viswanathan

Renu S. Karnad

Prasad Chandran

Dr. Steffen Berns

Nomination and Remuneration Committee

Bernhard Steinruecke, Chairman

V. K. Viswanathan

Prasad Chandran

Bhaskar Bhat

Share Transfer Committee

Bernhard Steinruecke

Prasad Chandran

Bhaskar Bhat

Dr. Steffen Berns

Corporate Social Responsibility Committee

Prasad Chandran, Chairman

Bhaskar Bhat

Dr. Steffen Berns

Soumitra Bhattacharya



Bosch first established its presence in India in 1922 – and since then, the company has garnered a reputation for offering technology solutions and best-in-class services to meet the growing demands of this young and vibrant country.

However, in a world that is rapidly changing – and where the markets in which we operate have been going through radical transformations and tectonic shifts – it is necessary to have an outlook that anticipates the future. For an organization such as ours, in order to drive change, rather than be driven by it, multiple factors come into play: the formulation of a clear-sighted and comprehensive strategy, a strong and unifying culture, and exposure to global markets and the latest technological trends.