



CARS 2.0: Freihandelsabkommen als Chance für regionale Unternehmen

Bosch in Asien

Indien als Wachstumsmarkt mit Chancen & Hürden

Christoph Kirsch – Bosch Management Support

Bosch in India

Since commencing operations in 1951, we have steadily expanded our footprint across 18 manufacturing sites and 7 development and application centers, supporting both domestic and global markets. These facilities enable us to localize solutions, drive innovation, and respond with speed to dynamic customer and industry requirements.

18

manufacturing
plants

~33696

number of
associates

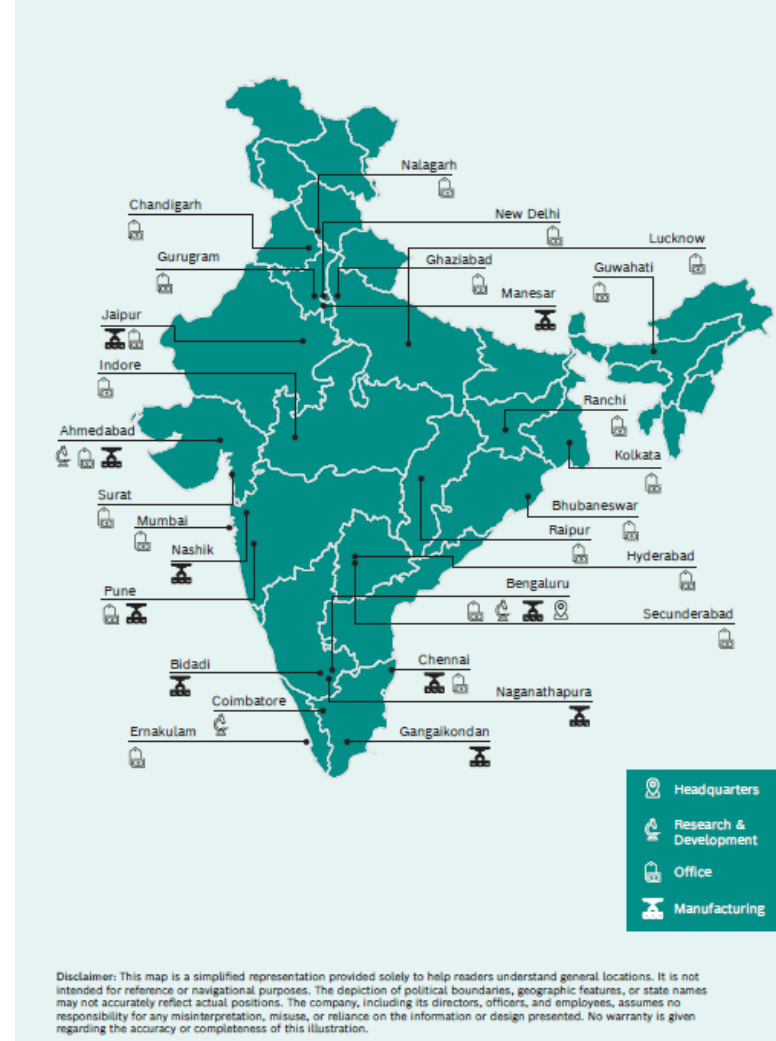
₹ 390 Bn (€3.9Bn)

net revenue in
2025 (w/o BSH & HCIN)

Bosch India entities:

- Bosch Limited
- Bosch Chassis Systems India Private Limited
- Bosch Rexroth (India) Private Limited
- Bosch Global Software Technologies Private Limited
- Bosch Automotive Electronics India Private Limited
- Robert Bosch Automotive Steering Pvt Ltd
- BSH Household Appliances Manufacturing Private Limited
- ETAS Automotive India Private Limited

- KB Wiper Systems India Private Ltd.
- Bosch Mobility Platform and Solutions India Private Limited
- Newtech Filter India Private Limited
- Precision Seals Manufacturing Pvt. Ltd
- RobertBosch India Manufacturing and Technology Private Limited
- MICO Trading Private Limited
- Mivin Engineering Technologies Private Limited
- Bosch Home Comfort India Limited
- Al Shield Private Limited
- Software & Digital Solutions Private Limited
- Sensormatic India Private Limited



1922- First sales office
open in Calcutta

1951- MICO is founded as a
joint venture with Ghaziabad
Engg. Co.

1953- First Manufacturing
operation opens in Bangalore

2008- Motor Industries
Company Limited (MICO) is
renamed Bosch Limited

2022- Bosch in India
completes 100 years of
successful operations

Bosch in India – Manufacturing footprint

JaP- Jaipur Plant



Diesel Distributor
Injection Pump



Fuel Injection
Nozzle Holder

AhmP- Ahmedabad Plant



Industrial Valves, Pumps Manifolds, Cylinders, Power Unit

NaP- Nashik Plant



Common rail Injector

Common Rail Nozzles

ChkP- Chakan Plant



Vehicle Safety products- Braking Solutions

PSML - Chakan



Rubber & plastic components for 4W, 2W, Heavy vehicle

BidP- Bidadi Plant



Fuel Injection Pumps, components for Glow
CV & other Off highway applications Plug

Lambda
Sensor

JAIPUR



AHMEDABAD



NASHIK



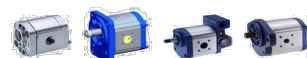
PUNE



BIDADI



HejP- Hejjala Plant



External Gear Pumps

HEJJALA

BBM Plants

Non-BBM Plants

GANGAIKONDAN



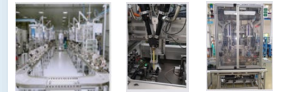
NALAGHAR

NTFI- Nalaghar Plant



Automotive Filters & Parts

NhP - BMG



Bosch Manufacturing Solutions

ManP- Manesar Plant



Conventional TMC / Booster

NhP1-Automotive Electronics



Engine
Control Unit

i-TraMS

PCBA

DC-DC

NhP2- Spark Plug



Spark Plug

ChiP- Chennai PT Plant



Power Tools Manufacturing

ChiP1- Electric Drive



Hub Motor

B/S/H/- Home Appliance Plant



GanP- Gangaikondan Plant



Gasoline System Products – Fuel Supply & Sensors

Headquarters

Sales

Research and
Development

Manufacturing

Mobility Solutions

Energy & Building
Technology

Industrial Technology

Consumer Goods



Bosch Group in India

Maximizing macro economic & policy tailwind



Economic Momentum

Capitalizing on India's status as one of the **fastest-growing major economies**, with projected growth rates of 6.2%–6.3%.

Policy Alignment

Strategic leveraging of government initiatives, including the **Production Linked Incentive (PLI)**, **Design Linked Incentive (DLI)** & the **India Semiconductor Mission (ISM)**.

Future Mobility

Pioneering the shift to sustainable mobility. Developing advanced **hydrogen engine technology** alongside comprehensive **electric vehicle (EV)** battery and energy management solutions for sustainable transport.

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



Demographic dividend
Median age 29 years



Renewable Energy
Target of 500 GW by 2030
[~267GW in 02.2026]



Strong Domestic Consumption
61.5% of GDP (bolstered by Tax stimulus)

4.1
trillion USD
2026

6.5% CAGR
[Real GDP Growth]

8.3
trillion USD
2033



Focus on Manufacturing

Policy Push | **Production Linked Incentive, Gatishtakti** (Logistics and warehousing improvements)
| Localization for defense equipment



Resilience in Service sector

IT Industry		Healthcare		Tourism	
2025	2030	2025	2030	2025	2030
~307 b\$	~500 b\$ ↑	122 b\$	203 b\$ ↑	269 b\$	410 b\$ ↑



Infrastructure Development (2025)

National Highways	147k	km	7.3k	Stations
Railway network	135k	km	36	International Airports
Airports/Airstrips	487		200+	Non-Major ports
Major seaports	14			

Digital India (Feb'26)

Aadhaar	1.4 Bn	biometric identity
Smartphone	800+ Mn	users
UPI Transaction	~300 Bn	US\$ monthly
FASTag	59 Mn	Active Tags (1150 Toll Plazas)

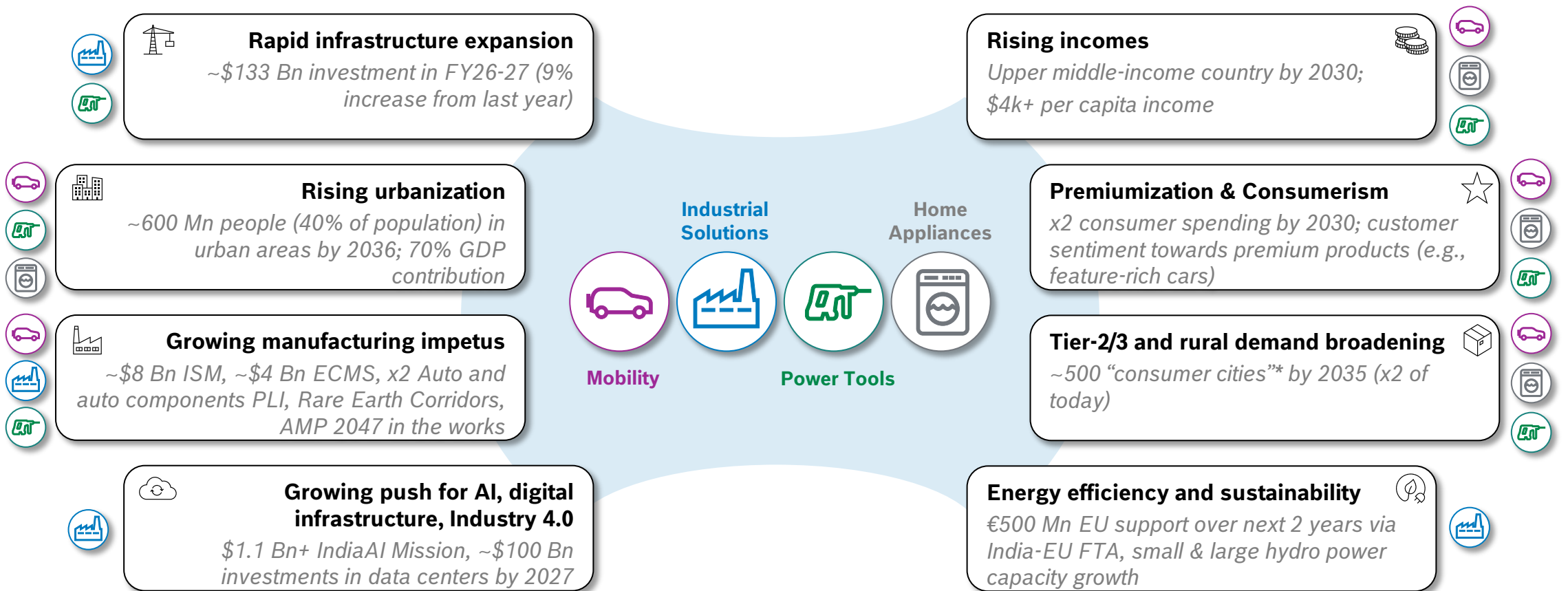


Export Ambition

Auto component exports potential
24.28 b\$ (FY26) to 100 b\$ (FY 2030)

Total trade target: \$2 Trillion by 2030 (FTP 2023)
Signed: India-EU, India-New Zealand, India-Oman, India-UK, India- EFTA

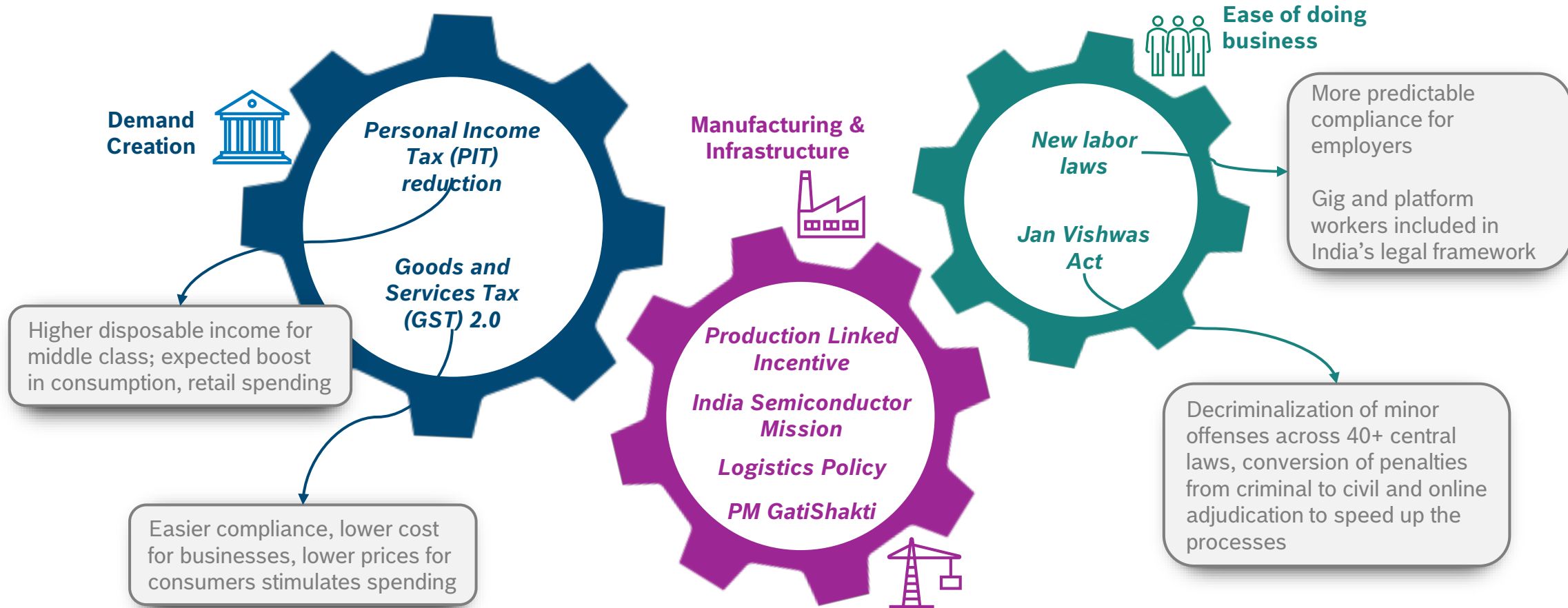
Key trends in India that drive growth



*consumer cities: cities in which 75% of the population is in the consumer class (spending \$13 or more per day)

ISM – India Semiconductor Mission, ECMS- Electronics Component Manufacturing Scheme, PLI – Production Linked Incentive, FTA – Free Trade Agreement, AMP – Automotive Mission Plan

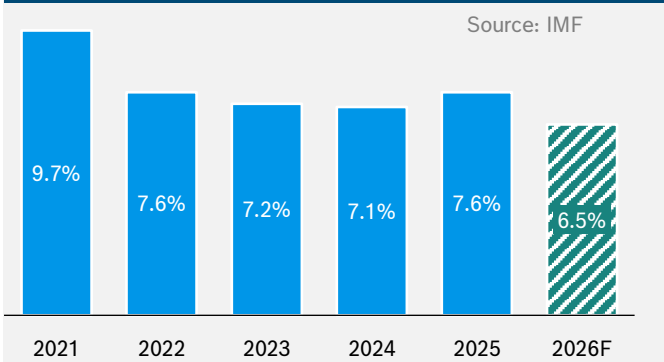
Key Policies & Reforms



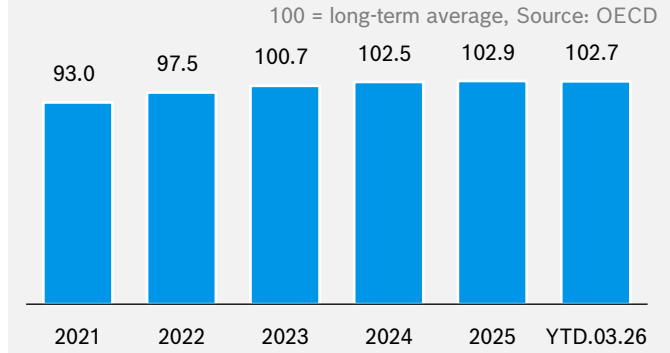
Transformative policies aim to improve ease of doing business and boost consumption

Economic Development in India. (2021- 2026)

GDP Growth (% - YOY)

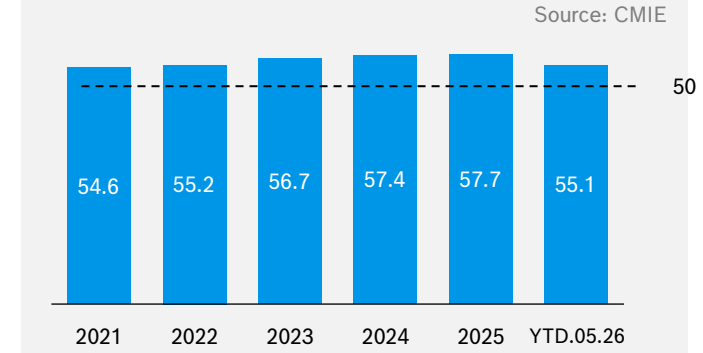


Consumer Confidence Indicator

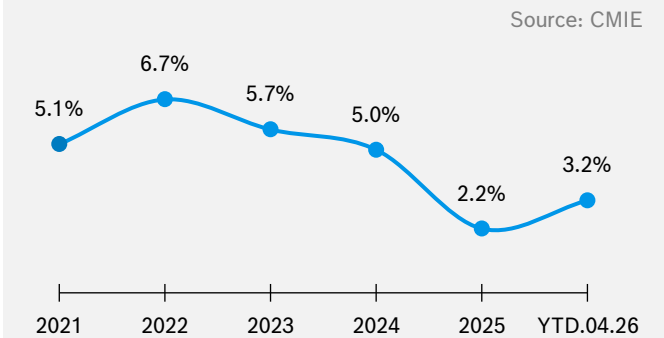


<100: Pessimistic consumer sentiment | =100: Neutral / long-term average | >100: Optimistic consumer sentiment

Manufacturing PMI



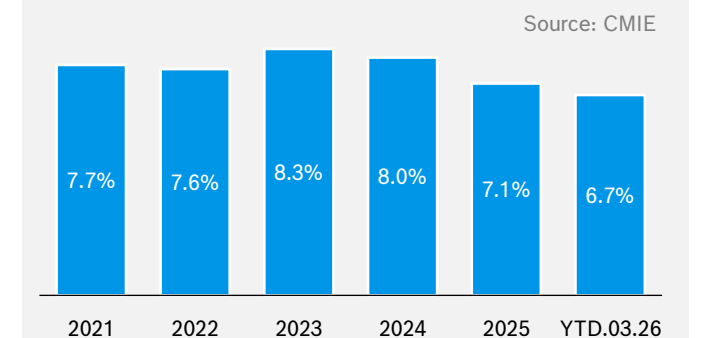
Annual Inflation (% YOY)



KEY MESSAGES:

- GDP growth moderating to sustainable 6.5%, reflecting resilient & structurally strong outlook
- Strong PMI and stable consumer sentiment support domestic demand
- Growth trajectory depends on managing external geo-political risks, energy price volatility & supply chain disruptions

Unemployment Rate

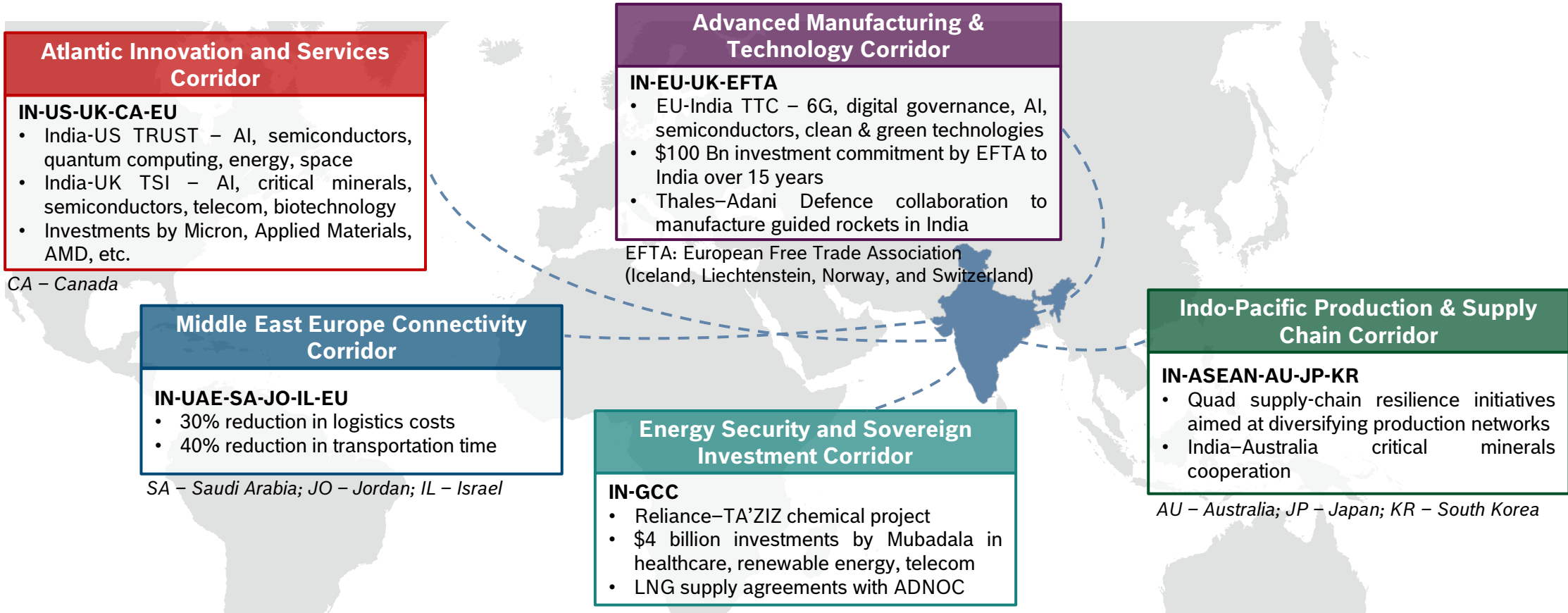


Source: CMIE, PIB, OECD

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India's positioning in Global Trade Corridors



With successful corridor development, India could emerge as the central node in global trade architecture

NOTE: Corridors represent analytical groupings of India's strategic partnerships

TRUST – Transforming Relationship Utilizing Strategic Technology; TSI – Technology Security Initiative; TTC – Trade and Technology Council; ADNOC – Abu Dhabi National Oil Company

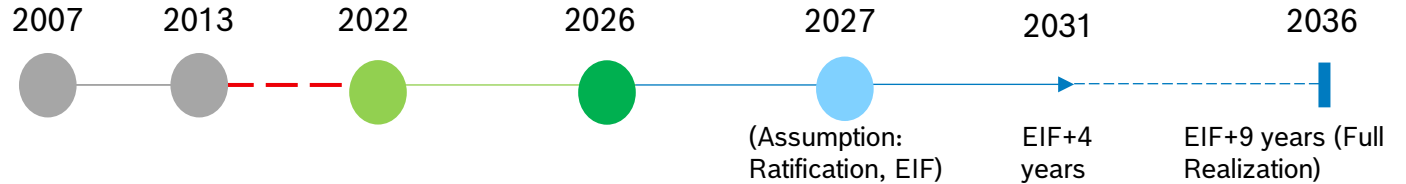
India-EU Free Trade Agreement

20 Years in the Making: FTA Signed-off in Jan 2026

Free Trade Agreement (FTA) ✓

The core trade deal that cuts tariffs and improves market access, while setting common rules for goods and services trade (e.g., customs procedures, rules of origin, standards).

IN-EU signed FTA
on 27th JAN 2026



Current Trade in Goods (CY2024)



- EU is **2nd** Largest trading partner, accounting **11.5%** of India's total trade.
- India is EU's **9th** largest trading partner, accounting **2.4%** of EU's total trade.

Auto Component Trade (FY2024-25)

- Overall Exports (India): **23.81 \$bn**, Imports: **22.37 \$bn** (India surplus 1.4 \$bn)
- Exports by Region:
 - Europe **30.2%** (US\$ 7.19 bn) [North America 31.9%]
- Imports by Region:
 - Europe **25.8%** (US\$ 5.77 bn) [Asia ~66%]

Asymmetry in HS87 IN vs EU (prior to FTA)

- India's **Basic Custom Duty (BCD) for Passenger Car**
 - 70-110 % on CBUs
 - 15% on CKD, 35% on SKD (with engine and gearbox)
 - 15% on majority of auto components
- EU MFN (Most Favored Nation) levels of 10% on passenger cars, and 3-4.5% on auto components

IN-EU FTA - Automotive Industry (PC)

~97% tariff lines; 99.5% trade value under scope for India's export to EU

India	EU
- Day-1: ~40% tariff for CBUs (>=15k\$), gradually to go to 10% in 5-10 yrs with TRQ for passenger cars [Basic Custom Duty (BCD) is up to 110% now] - EVs excluded for 1st five yrs - Auto-component to become tariff-free in 5-10 yrs	- Vehicle tariff to be 0% from 10% (in phased manner/TRQ) - Auto-component also to become tariff-free - Large share of trade to be duty-free at Entry Into Force (EIF)
• TRQ: 250k Units/Year	• TRQ: 625k Units/Year

India–European Union Free Trade Agreement

CATEGORY	PRE-FTA	POST-FTA	STAGING	REMARKS
Motor Vehicles (CBU Cars) ← EU to India	110%	10% (TRQ)	Phased to 10% by Year 5	EU OEMs gain affordable India access within 250k unit TRQ.
Auto Parts / Components ← EU to India	7.5–15%	0%	Phased over 5–10 years (NOT at EIF)	European Tier-1 competitors may gain price parity over 5–10 years.
Machinery & Electrical Equipment ← EU to India	Up to 44%	~0%	Mostly 5–7 years	Largest CAPEX cost reduction in India's trade history. Investments that were borderline on ROI may now be viable.
Iron & Steel ← EU to India	Up to 22%	~0%	Mostly EIF, 5 or 7 years	Significant input cost reduction across Indian manufacturing businesses.
Plastics ← EU to India	Up to 16.5%	~0%	Mostly 7 years	Large reductions in bill of materials anticipated for Indian businesses.
Engineering Goods → India to EU	Up to 22%	Specific elimination rates per product	Immediate at EIF	Indian players gain improved price competitiveness in EU's \$2T engineering import market.
Auto Parts → India to EU	~3.5–4.5%	0%	At or shortly after EIF	Indian Tier-1 suppliers gain direct cost advantage in EU.

One of the largest tariff events in history — time to act is now, before competition gains price parity

IN-EU FTA* insights

 Import to India
 Export from India

Category	Reduction	Implication
Passenger Cars (CBUs)	 110% to ~35% in Year 1 to 10% by Year 5 (Quota-based, EVs excluded)  Reciprocal market access (tariff concessions speculated)	<i>Growing OEM customer base due to ease entry/access to Indian market</i>
Auto Parts	 Tariff elimination (phased over 5-10 years)  Tariff elimination (at or shortly after entry into force)	<i>European Tier-1 competitors may gain price parity in India</i>
Engineering Goods	 Preferential access to EU's markets	<i>Improved price competitiveness in key export market</i>
Machinery	 Tariff eliminated from up to 44% to 0% (phased)	<i>CAPEX cost reductions for local manufacturing operations</i>

Key Implications on Automotive sector



Upgrade in regulatory requirements

Reduces duplicate approvals & accelerates technological capability development of domestic firms.



Phased reductions in automotive

Prevents sudden import surge and threat from global competition in the premium and luxury segments.



Exclusion of EVs for first 5 years

Grace period for Indian players to make strategic decisions on EV component capability now.



Elimination/ reduction in tariffs on auto parts

Cost competitiveness of Indian suppliers improves in global markets complimented by PLI & Make in India.

Protective yet progressive: Momentarily shielding domestic companies, gradually intensifying competition

Policy Incentives Redefining Localization In India

India shifts from - local assembly to DVA, driven by Govt. Incentives & Policy Push



PLI - Auto (AAT)

Outlay: €2.59 bn | Tenure: FY24-28

For: Advanced auto-tech & EV/H2 components; >= 50% DVA required

Key Beneficiaries: Tata Motors, M&M, Bajaj Auto, TVS, Ola, Toyota Kirloskar [82 approved applicants incl. Bosch]



Critical minerals (NCMM)

Outlay: €3.43 bn | Tenure: FY25-31

For: Exploration, acquisition, recycling & stockpile

Key Beneficiaries: GSI, KABIL / PSUs, private explorers



Battery cells (PLI - ACC)

Outlay: €1.81 bn | Tenure: FY24-28

For: Giga-scale cell manufacturing | 50 GWh target

Key Beneficiaries: Reliance, Ola, ACC Energy



Rare-earth magnets (REPM)

Outlay: €0.73 bn | Tenure: FY26+

For: Domestic NdFeB magnets - 6,000 MTPA target

Enablers: ARCI (DST) Nd-Fe-B pilot plant | IREL assured NdPr oxide to 3 lowest bidders

Key Beneficiaries: 5 intended beneficiaries to be selected; key pre-bid participants: JSW, Sona BLW, Vedanta, Hindustan Zinc, NLC



PM E-DRIVE

Outlay: €1.09 bn | Tenure: FY25-28

For: EV demand, e-buses & charging network

Key Beneficiaries: EV buyers, OEMs, State Transport, CPOs



Semiconductors (ISM + ECMS)

Outlay: €11.6 bn | Tenure: FY21+

For: Fabs, ATMP / OSAT & component localization

Key Beneficiaries: ISM: Tata Electronics, Micron, CG Power, Kaynes; ECMS: Dixon Display, VVDN, [75 ECMS approvals by Mar'26]

€21+ bn govt. incentives outlay committed across the auto-relevant stack

- The policy stack covers the full automotive value chain:
critical minerals → semiconductors → electronics components → cells → powertrain/components (AAT) → vehicles [EVs] and charging infra

Call to Action (Trends We See Happening)

- Embedding DVA as a core product-development with localization lever, to enhance competitiveness and incentive realization
- Scaling “Local for Global” capabilities to drive exports and cost leadership

Conversion Rate Taken on this slide: 1 EUR = 100 INR

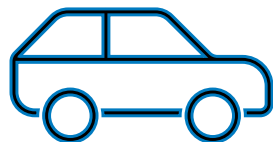
DVA : Domestic Value Addition | **PLI** : Production Linked Incentive | **AAT** : Advanced Automotive Technology | **NCMM** : National Critical Mineral Mission | **ACC** : Advanced Chemistry Cell | **REPM** : Rare Earth Permanent Magnet | **ISM** : India Semiconductor Mission | **ECMS** : Electronics Components Manufacturing Scheme | **ATMP** : Assembly, Testing, Marking and Packaging | **OSAT** : Outsourced Semiconductor Assembly and Test | **NdFeB** : Neodymium-Iron-Boron | **NdPr** : Neodymium-Praseodymium

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Demand Generation (PIT, GST 2.0...)

GST cuts across 400 products along with PIT relief boosted domestic consumption, driving a ~\$67 bn retail surge



Auto retail sales up **40.5%** (in Oct 2025)
(PC and 2W recorded lifetime highs)



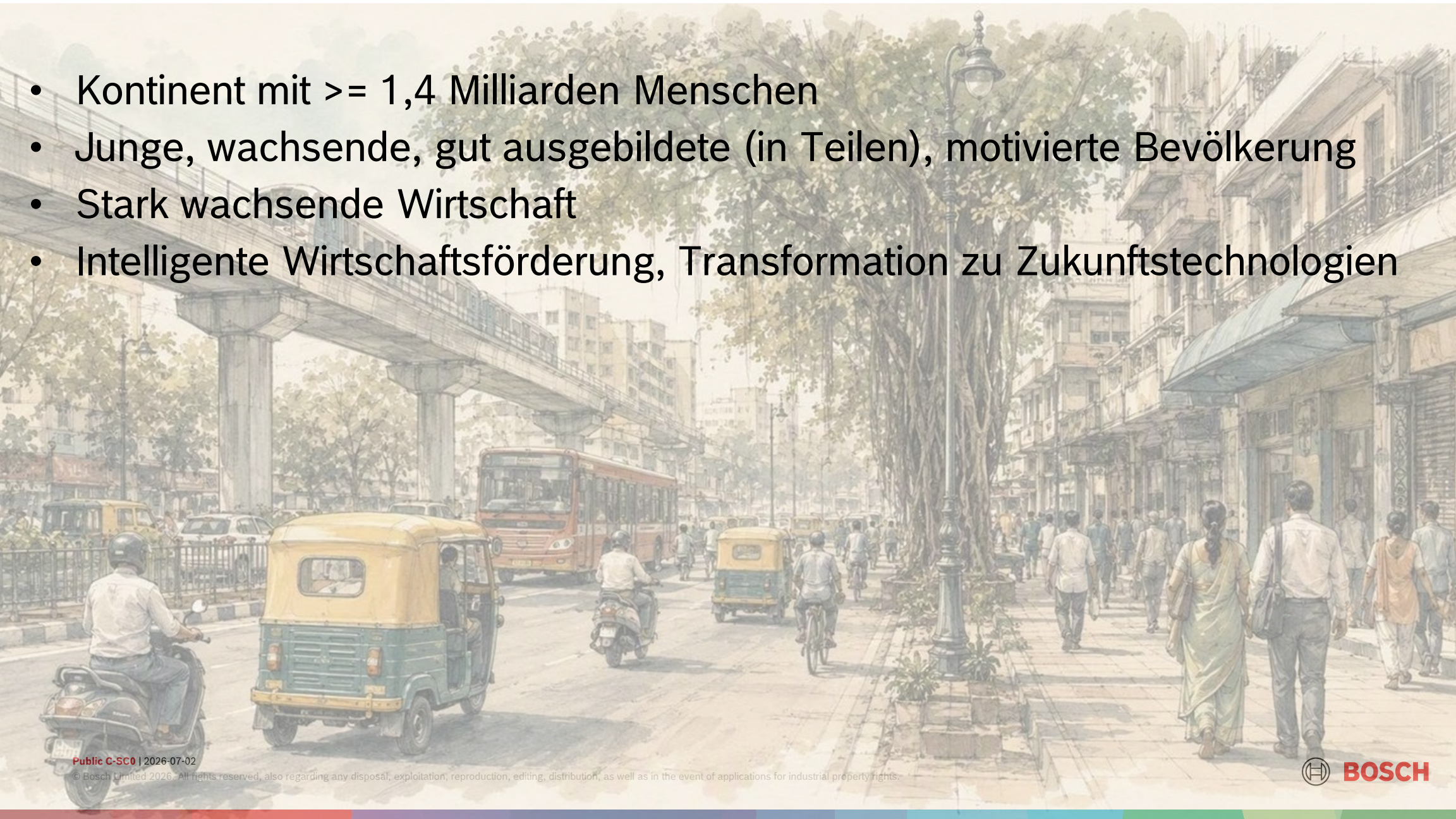
E-commerce trade up by **22%**
(in Sep-Oct 2025)

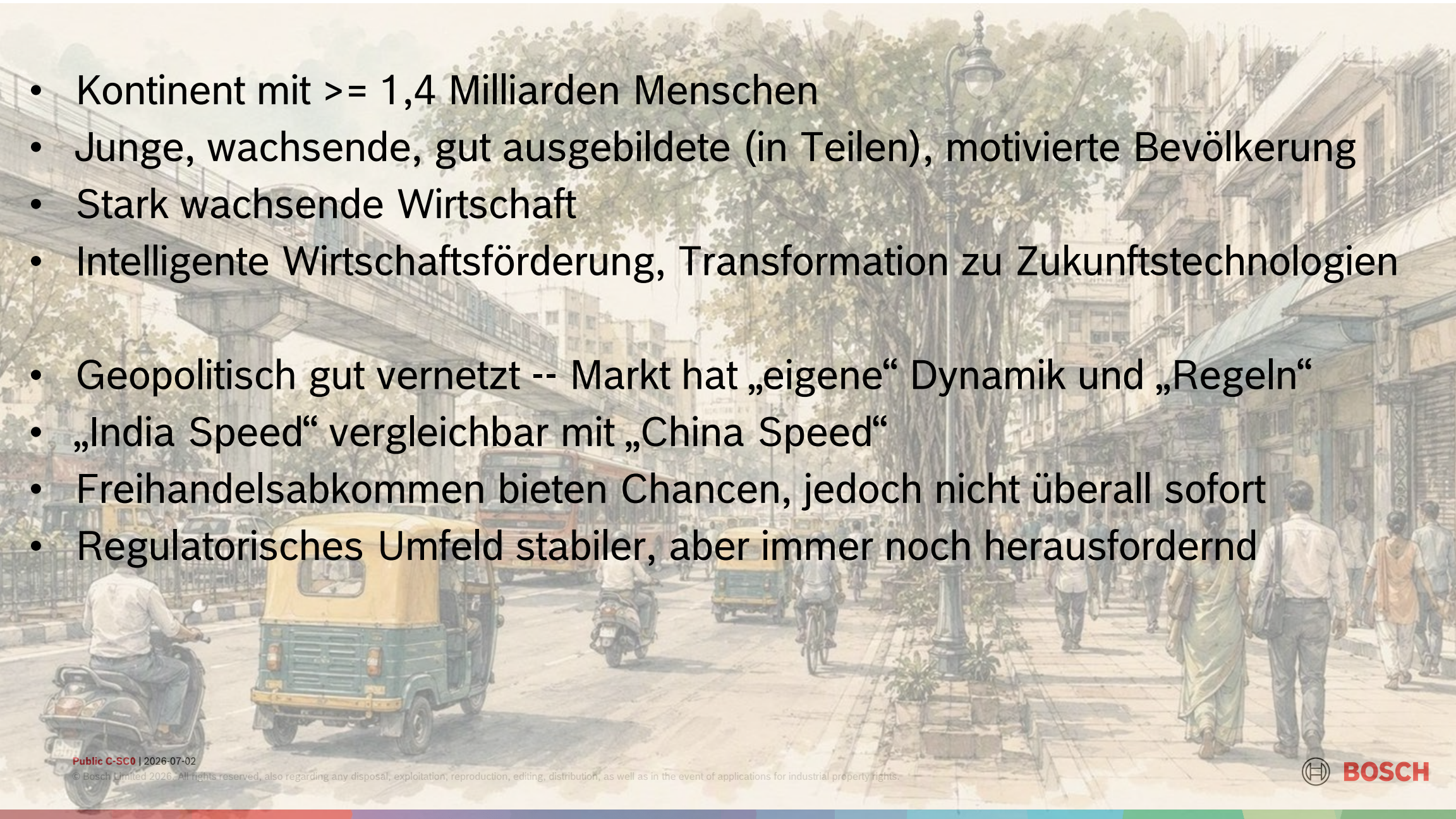


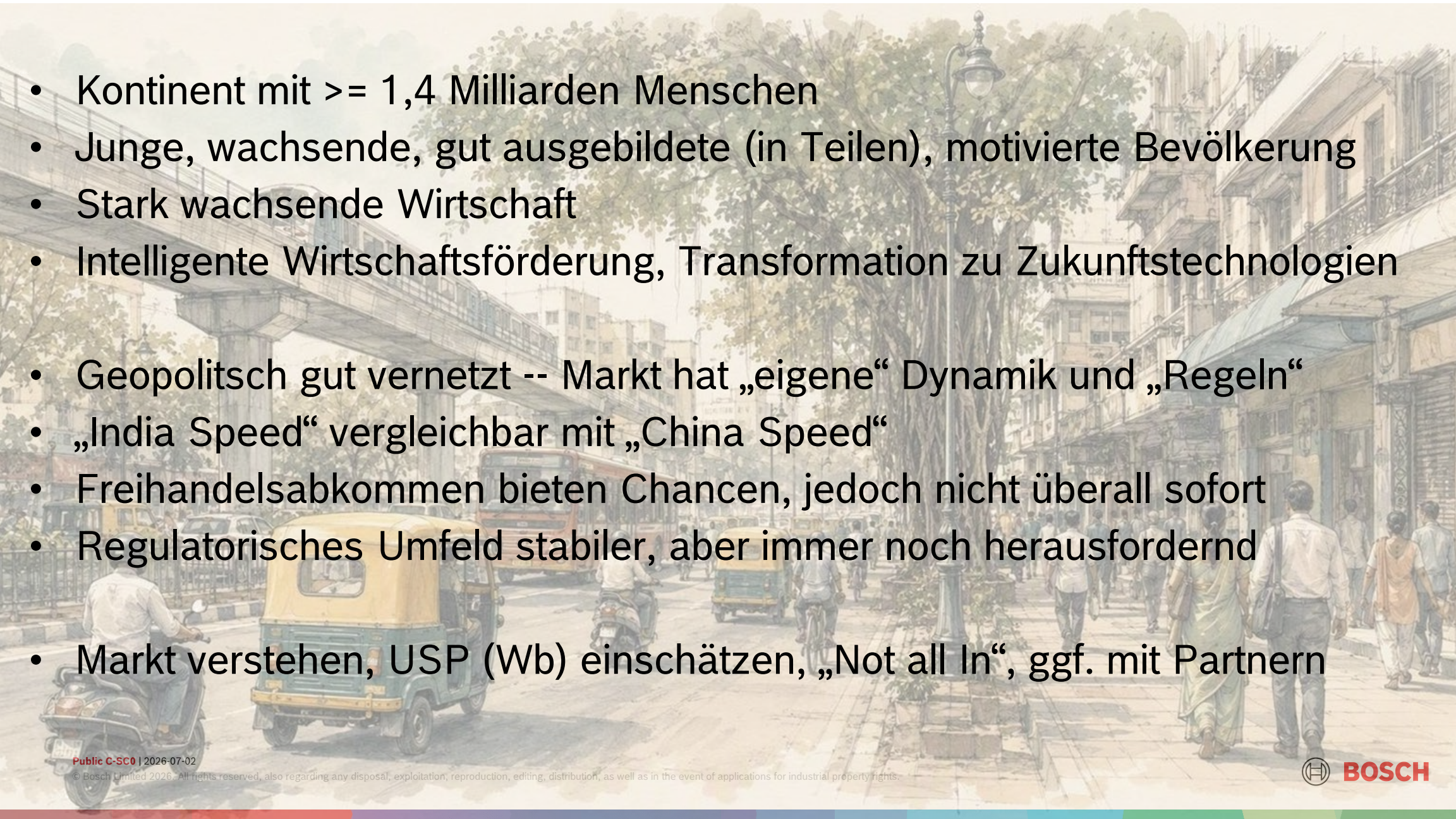
12.9% YoY FMCG value growth in Q3 2025, with **5.4%** volume growth

Pent-up demand is underpinning consumption, and sentiment remains positive into early 2026

- Kontinent mit $\geq 1,4$ Milliarden Menschen
- Junge, wachsende, gut ausgebildete (in Teilen), motivierte Bevölkerung
- Stark wachsende Wirtschaft
- Intelligente Wirtschaftsförderung, Transformation zu Zukunftstechnologien



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 - „India Speed“ vergleichbar mit „China Speed“
 - Freihandelsabkommen bieten Chancen, jedoch nicht überall sofort
 - Regulatorisches Umfeld stabiler, aber immer noch herausfordernd

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 - Markt verstehen, USP (Wb) einschätzen, „Not all In“, ggf. mit Partnern



„... ONE MORE THING...”

Thesen

- Die deutsche Automobilindustrie hat die Elektromobilität “verschlafen”
- Die Zukunft der Mobilität ist elektrisch
- Die deutsche Automobilindustrie ist zu abhängig von China
- Die deutsche Automobilindustrie hat ihr Know How für schnelle Gewinne in China aus der Hand gegeben
- BEV Importe aus China werden den europäischen Markt überschwemmen

“Erfolgsfaktor CHINA SPEED??”

- Lange Arbeitszeiten (z.B. 9 9 6)
- Kommunikation
- Entscheidungsprozesse
- Risikoakzeptanz
- Globale Standards/Regeln
- Kunden/Zulieferer Arbeitsmodel
- Technologie “Akzeptanz”

<https://www.diplo.news/articles/was-deutschland-von-china-speed-lernen-kann>