

Future of Mobility

Kotak's Annual Investor Conference

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Bosch Limited | Kotak's Annual Investor Conference



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Future of Mobility

Kotak's Annual Investor Conference 2025

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*



Future of Mobility



Megatrends

Automotive tech trends

Consumers stack and buying

Tech-stack and architecture

Future of mobility ...

Future of Mobility

Megatrends

“Disruptions & boundary conditions that are shaping the Indian Economy”



Renewables

**~50% RE by 2030,
Policy support**



Middle class

**Doubling per capita
income by 2030**



Demography

**~50% GenZ & Millennial's
by 2030**



Urbanization

**2x rise in urban
population by 2030**



Digitalization

**Digital economy will
contribute to 20% by 2030**

Future of Mobility

Key Automotive Technology Trends 2025



Advanced sensor & perception systems enabling L2++ ADAS

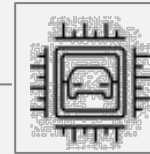
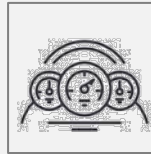


Mixed fuel powertrain options will co-exist alongside electrification

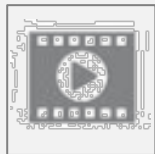
Occupant & asset safety with safety features like 6x Air bag, ESP, cyber security, DMS, OMS



Connected cockpits for enhanced user experience, HD maps, HUD, voice commands, AI based personalization's



E/e architecture led changes for performance compute : Software & Hardware decoupling. OEM control via Operating Systems.



3rd party software & content aggregation, white-labelling. 4K HDR interoperable displays



Business model innovation to accelerate technology adoption, like ecosystem charging, BaaS & ownership models



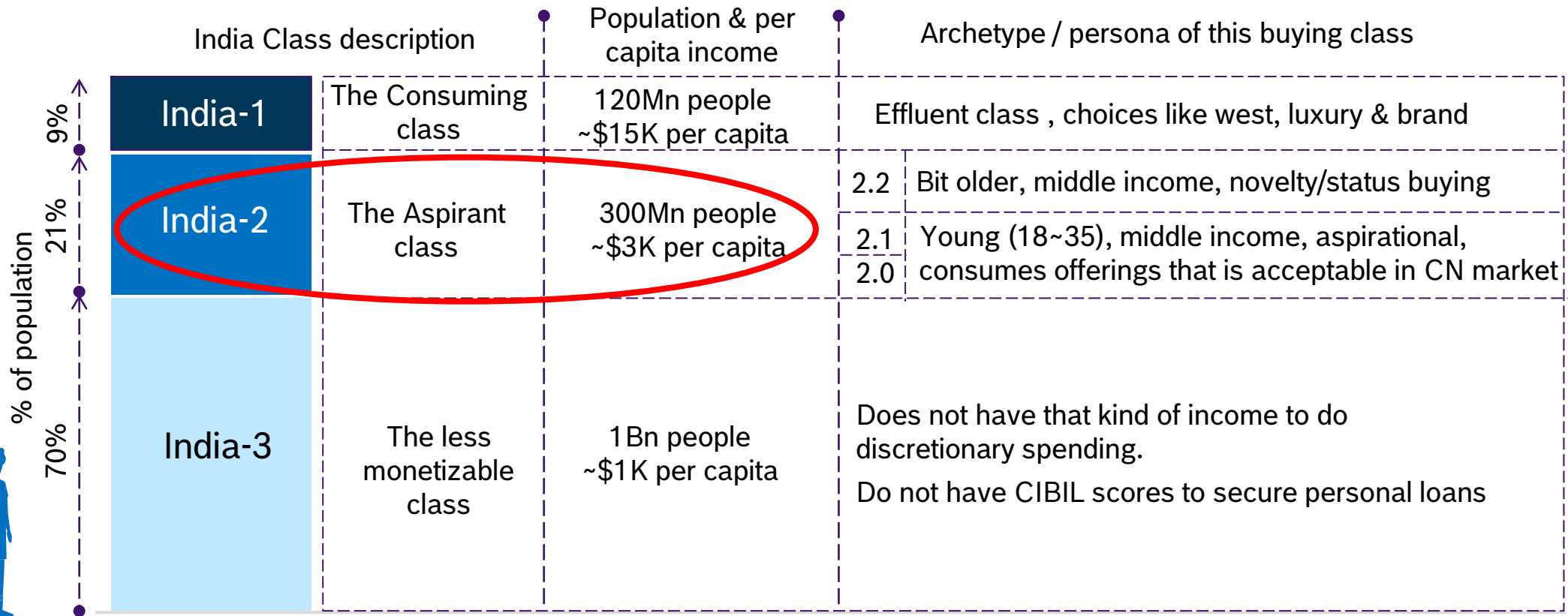
Data based monetization & feature augmentation post vehicle sale via SDV journey.

Moving towards sustainable, safe and exciting future

No legal advice - provided for informational purposes strictly on a non-reliance basis.

Future of Mobility

India's Consumer Stack – Buying capabilities (current view)

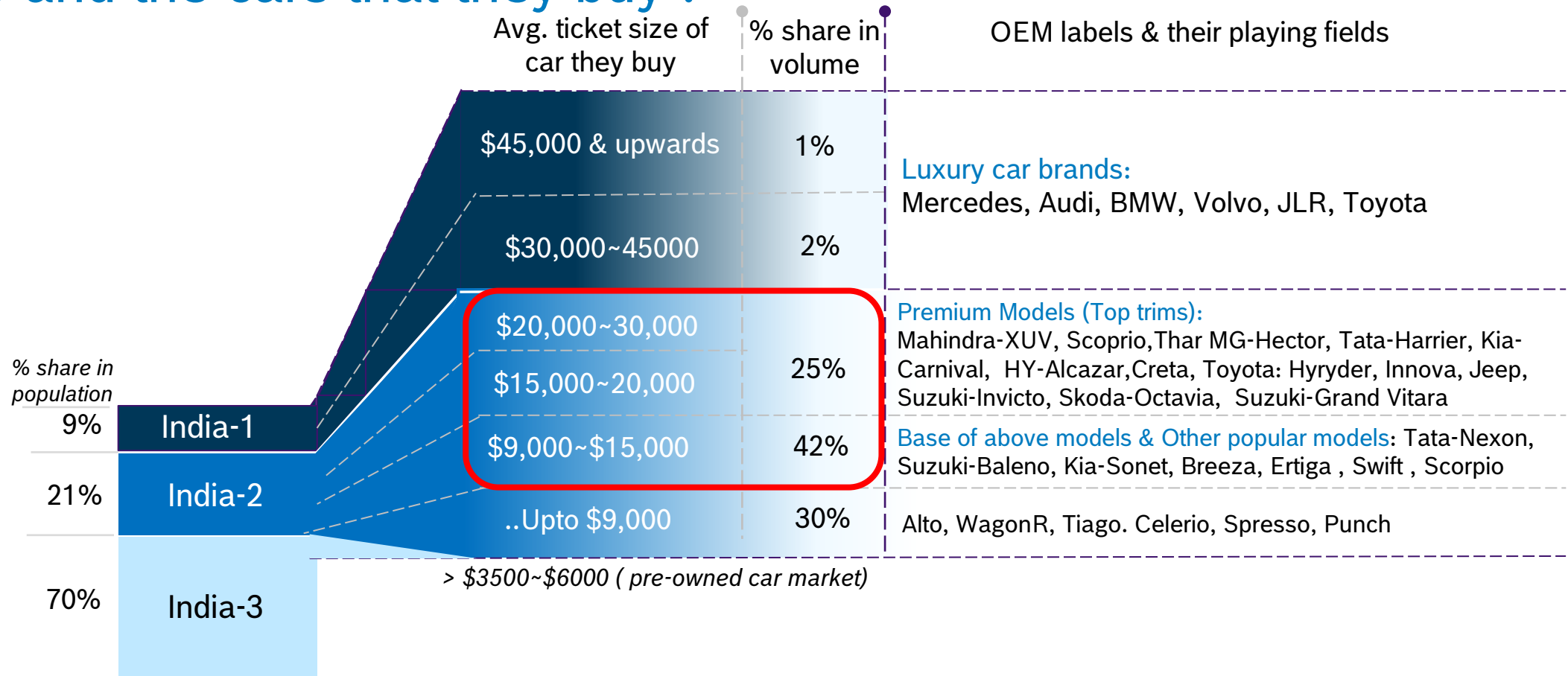


Concept of India Stack, Ref: Kishore Biyani's book, "It Happened in India"

Aspirant class represents majority of the target consumer

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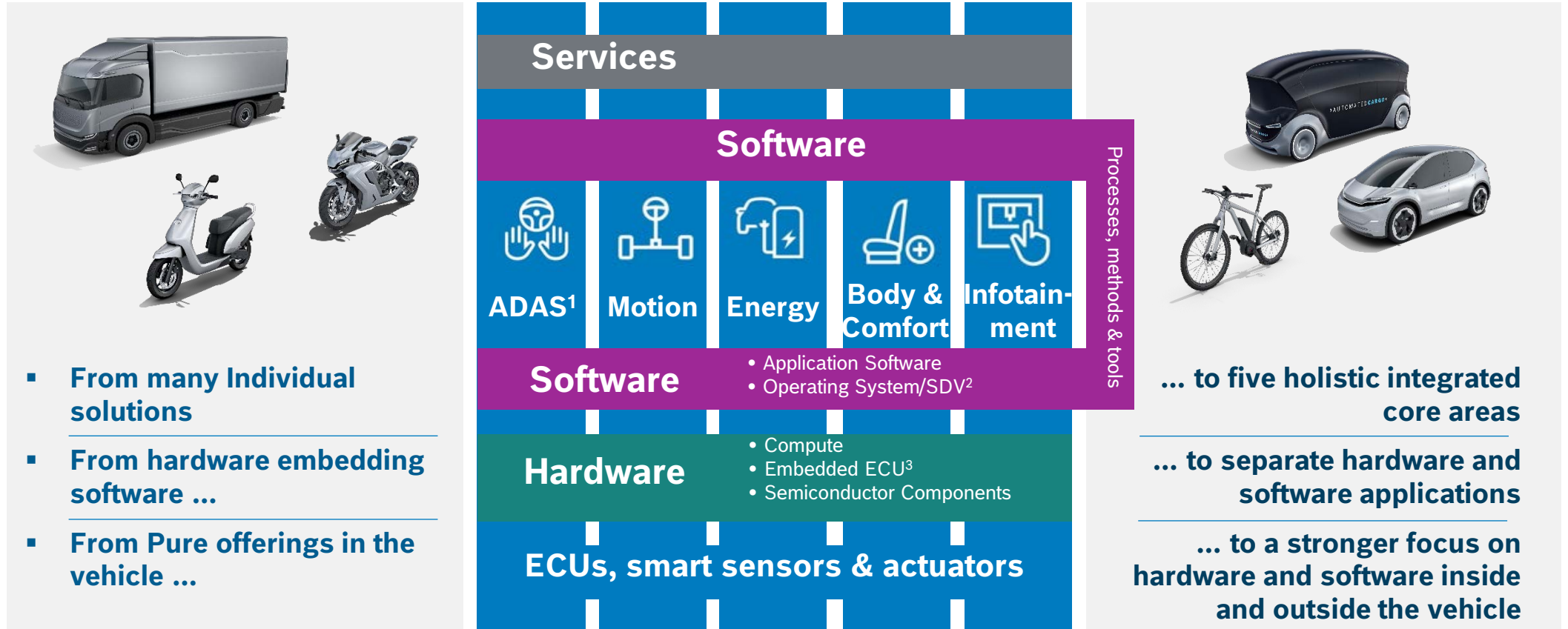
... and the cars that they buy !



India 2 population is growing: Premiumization as a trend due to the consumer spread

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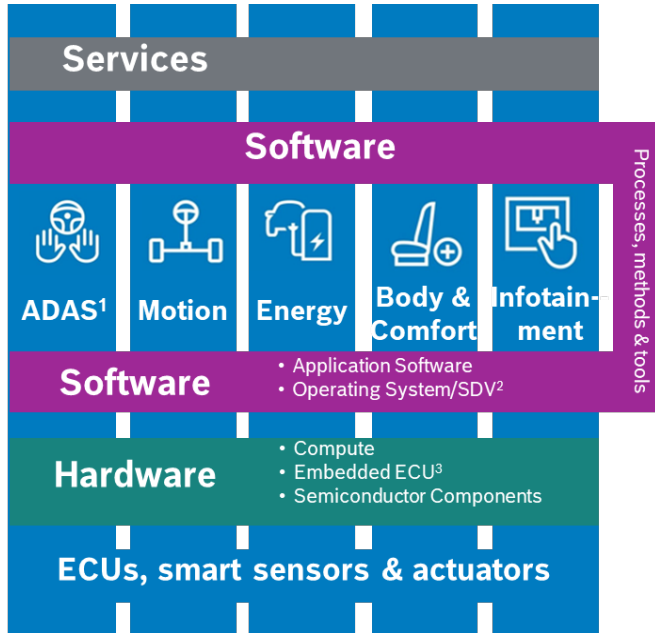
Market of future calls for new approaches to business– “Tech-stack”



ADAS : Advanced Driver Assistance System SDV : Software Defined Vehicle ECU : Electronic Control Unit

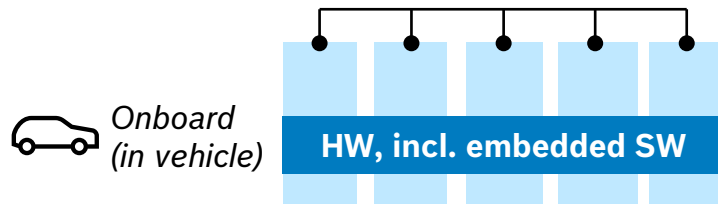
... architecture led transition in OEM's

Tech-stack: the market view

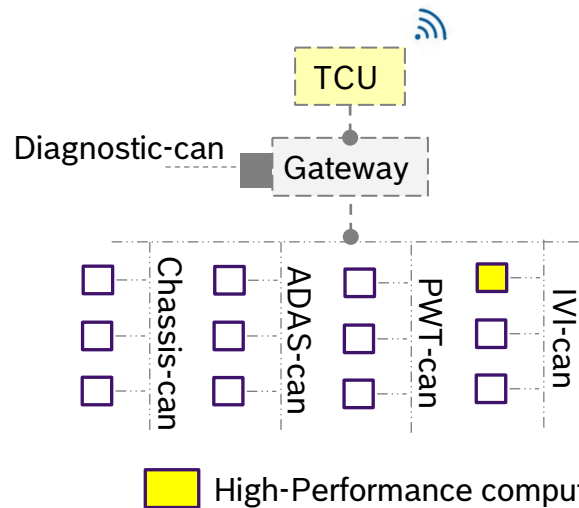
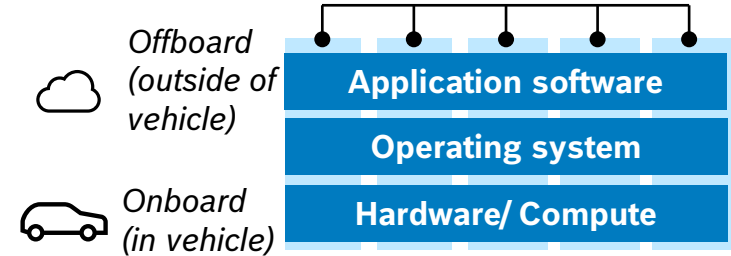


stronger focus on software & hardware, inside & outside the vehicle

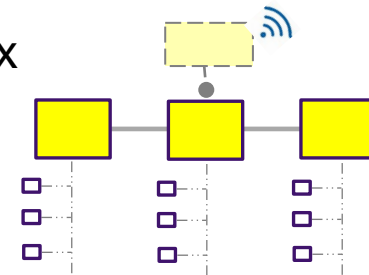
so far..



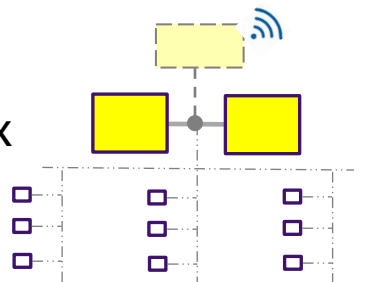
going forward.. ~2027+



3-Box



2-Box



Future of Mobility

Emerging mobility trends in India: “No more just an owner-based segment”

Changing Paradigm of urban mobility

Mobility as a Service (MaaS)

Electrification

Technology

People Mobility

OVER CROWDING TRAFFIC CONGESTIONS HIGHER VEHICLE COST

RISE IN AIR POLLUTION PARKING ISSUES INCREASED TRANSIT TIME

Urbanization in India 2030 40%

Shared Mobility
Share use of vehicle on need basis

Subscription
Ownership of vehicle through rentals or subscriptions

Ride Hailing⁽¹⁾

Self Drive⁽³⁾

Ride Sharing⁽²⁾

OEM Subscription⁽⁴⁾

OLA OKINAWA REVOLT TVS

ATHER BAJAJ

KINETIC GREEN Mahindra electric

ERISHA LOHIA ATUL

TATA MG

KIA HYUNDAI

ASHOK LEYLAND JBM TATA

SWITCH EICHER

ADAS

V2X

E/E Arch

Infotainment

SaaS

Goods Mobility

Change drivers

Energy Independence

Fleet Optimization

Asset utilization

Competitive Logistic cost

Logistic and Transportation Services

Logistics Aggregators

DELHIVERY PORTER truckola

BLACKBUCK HIPT RIVIGO

Alternate Fuel

Electric

Last mile delivery

TATA Ashok Leyland ERISHA

H2-ICE

TATA Ashok Leyland

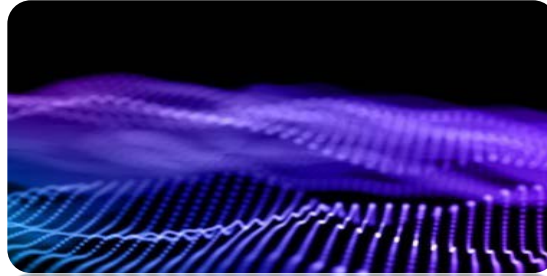
* 1. Rider hires a vehicle and a driver for personal use | 2. Rider shares the vehicle with other riders travelling | 3. Rider hires a vehicle for personal use for 'self-driving' | 4. Subscription offered by OEMs in partnership with firms

Future of Mobility Summary



Who will define the future?

- Regulators
- Consumers
- Stakeholders



What drives the next gen. tech?

- E & E Architecture
- Compute



Key factors

- Simple and solid foundation tech
- Cheaper compute
- Gen AI

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Thank you!

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