

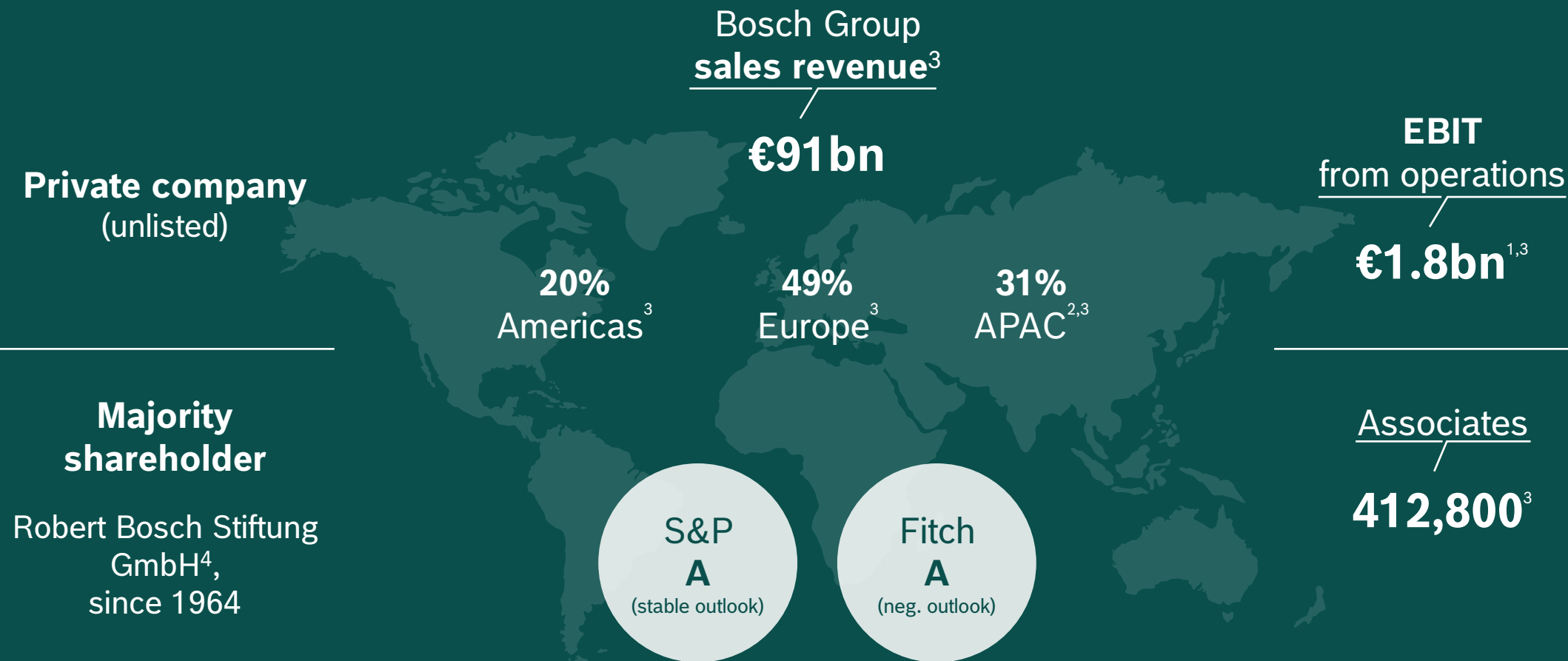


Creditor Relations Presentation 2026

Bosch Group

Who we are

Bosch Group at a glance



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¹ Excluding effects negatively impacting the result from purchase price allocations due to acquisitions in 2015 and 2025

² Including other countries and Africa

³ Rounded figures. Figures as per Fiscal Year 2025

⁴ A company with limited liability and a charitable purpose



Invented for life

Bosch stands for innovation

We are a leading global technology company. Our portfolio spans a range of diverse sectors. From connected living to the future of mobility, we are driven by our ethos “Invented for life”.



Who we are

Overview of our business sectors^{1,2}

EUR 55.8bn
(61.4% of group sales)

Mobility³

EBIT⁴: EUR 1,000m
(EBIT margin: 1.8% of sector sales)



EUR 6.5bn
(7.1% of group sales)

Industrial Technology

EBIT⁴: EUR 225m
(EBIT margin: 3.5% of sector sales)

EUR 8.5bn
(9.3% of group sales)

Energy and Building Technology

EBIT⁴: EUR 41m
(EBIT margin: 0.5% of sector sales)



EUR 19.9bn
(21.9% of group sales)

Consumer Goods

EBIT⁴: EUR 599m
(EBIT margin: 3.0% of sector sales)

Who we are

Diverse powerhouse



Mobility

Selected brands

 **BOSCH** 

EUR 55.8bn
(61.4% of group sales)¹



Consumer Goods

Selected brands

 **BOSCH**

Power tools Home appliances²

 Thermador[★] GAGGENAU

EUR 19.9bn
(21.9% of group sales)¹



Industrial Technology

Selected brands

 **BOSCH** 

EUR 6.5bn
(7.1% of group sales)¹



Energy and Building Technology

Selected brands

 **BOSCH** 

EUR 8.5bn
(9.3% of group sales)¹

¹ Figures as per Financial Year 2025, Others: EUR 0.3bn (0.3% of sales)

² BSH Hausgeräte

Our commitment

Sustainability performance confirmed by strong ESG ratings

By acting in an economically, environmentally, and socially responsible manner, we want to improve people's quality of life and safeguard the livelihoods of present and future generations.



“1.5°C target set”



Climate “A”



13.9 points (low-risk)



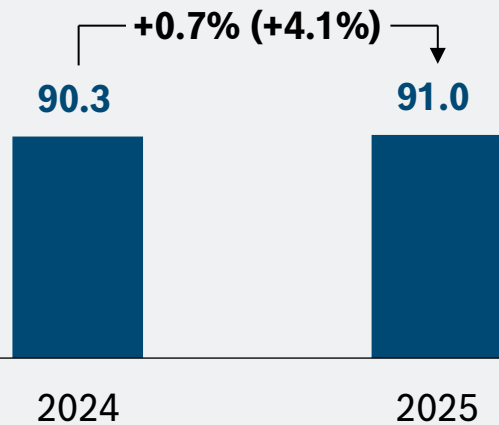
Prime status (B-)

Bosch Group sales, EBIT, and free cash flow

Financial performance burdened by challenging global markets

Sales, (fx-adjusted)

EUR bn

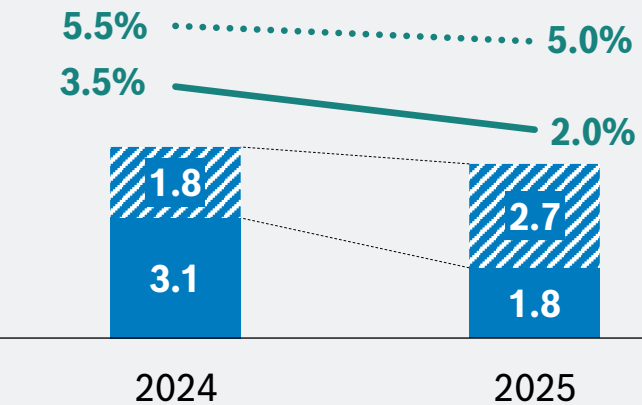


■ Sales

Slight sales increase compared to previous year

EBIT from operations¹

EUR bn



■ EBIT from operations

▨ Restructuring costs

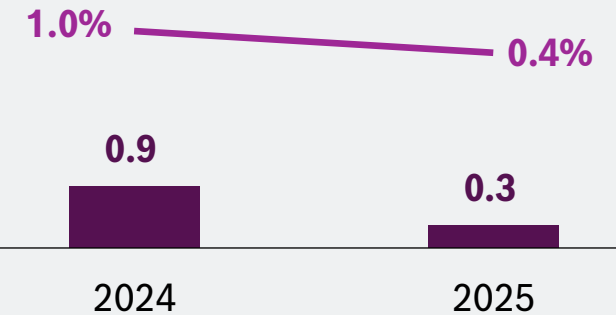
— EBIT margin from operations

⋯ EBIT margin from operations (excl. restruc. costs)

Restructuring costs weigh on profitability

Free cash flow

EUR bn



■ Free cash flow

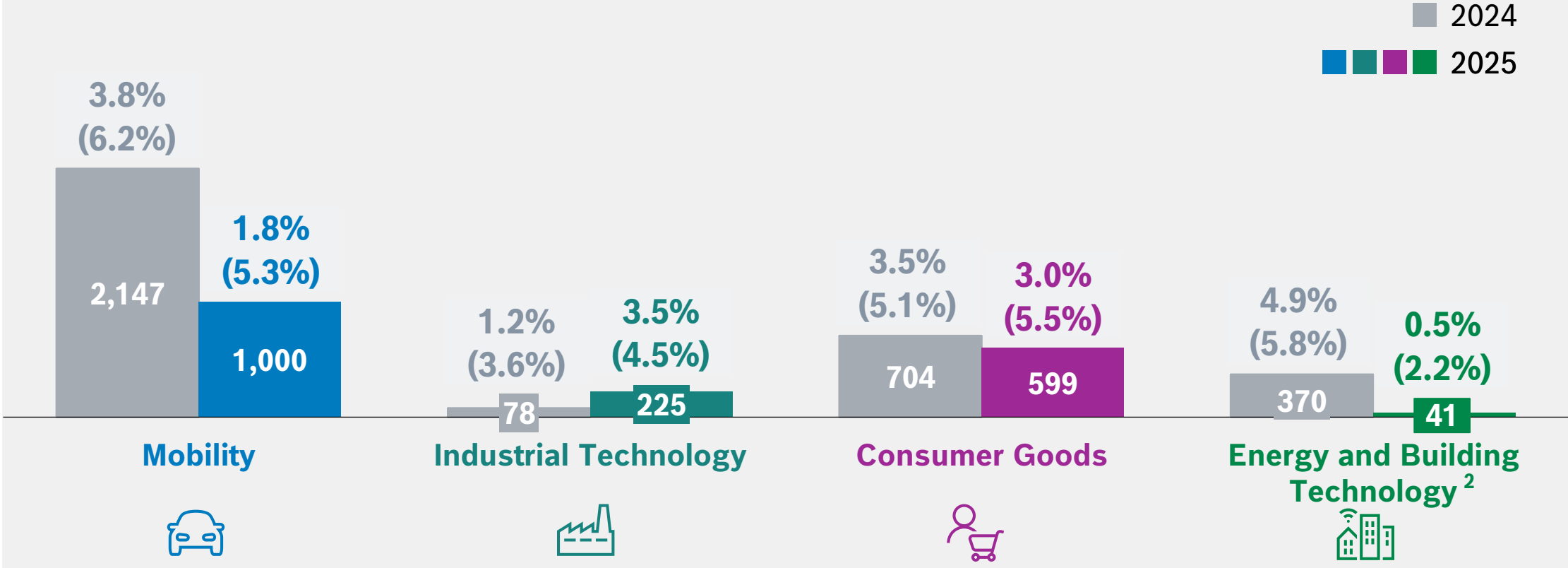
— Free cash flow margin

FCF remains positive despite lower profitability

Profitability by business sector

All sectors achieve positive results

EBIT from operations¹, figures in EUR m, margin, (margin excl. restructuring costs)



¹ Mobility, Consumer Goods and Energy and Building Technology are excluding effects negatively impacting the result from purchase price allocations due to acquisitions in 2015 and 2025
² JCI/JCH included on a pro-rata basis. Excl. restructuring and integration (JCI/JCH)/carve-out costs (Building Technologies' product business): 5.0%
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Capital allocation

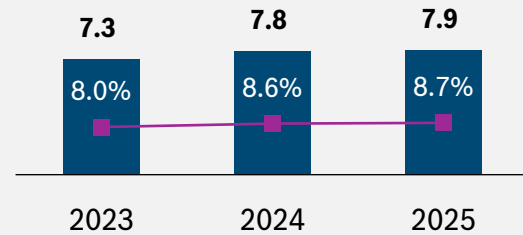
Balancing growth ambitions and financial independence

Capital allocation strategy

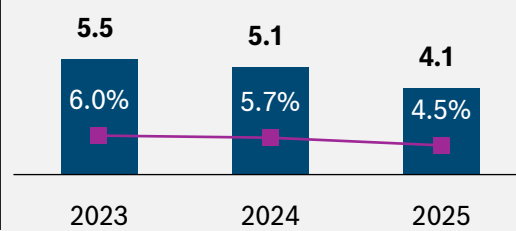
Convert profitable growth into cash

Organic growth through targeted capex and R&D spending

R&D cost, in € bn, in % of sales



Capex, in € bn, in % of sales



Organic growth strategy

- Targeted **capex investments** to foster organic growth
- Focused **R&D spending** to maintain leading market positions

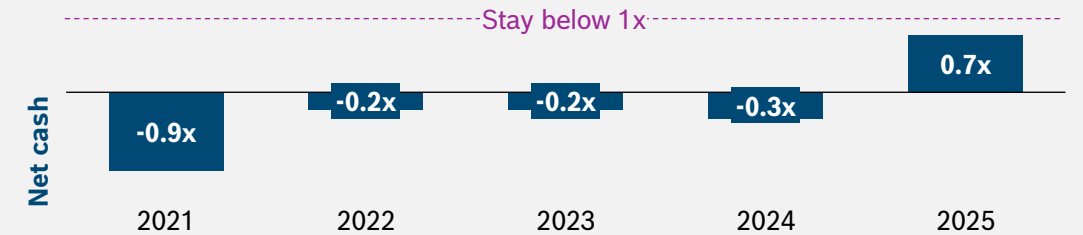
External growth strategy

- M&A spending** to contribute up to 1/3 to sales growth target
- Focus on **margin accretive** businesses that improve the Group's **balance**

Safeguard financial independence

Uphold a **strong balance sheet** and „A“ credit ratings

Net Debt¹ / EBITDA



Sound financial profile

- Uphold a **strong balance sheet**
- Maintain our „A“ **credit ratings** by S&P and Fitch

Return to shareholders

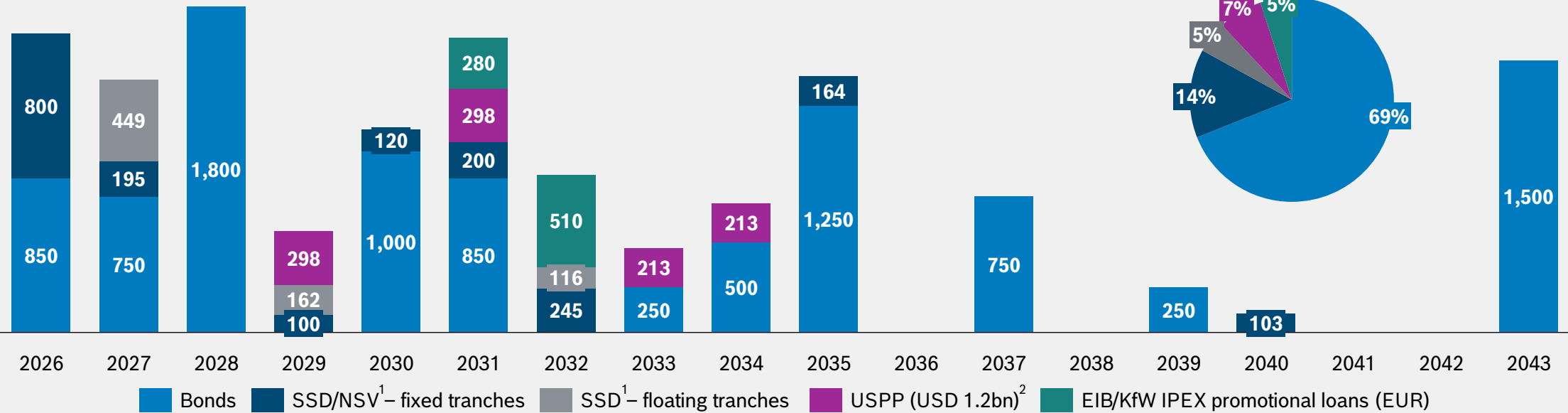
- Committed to our **conservative dividend policy**
- Ownership structure allows to **focus financial resources on business operations**

¹ Net debt is defined as the sum of financial liabilities, lease liabilities, provisions for pensions and similar obligations, less cash and cash equivalents, bank balances (term of more than 90 days), securities, and derivatives

Financial liabilities

Well-balanced maturity profile allows for further debt issuances

Maturity profile as of December 31, 2025, figures in EUR m



CD-02200-001 ANH N EN 2026-01-31.pdf

- Well-balanced debt maturity profile
- Short term financing secured by a EUR 7bn RCF and an USD 2bn US-CP program
- We are committed to a conservative financial policy and to keeping our ratings in the single “A” range
- Equity ratio of over 40% for more than 10 years

Key credit highlights



Strong global market positions across the portfolio



Long-standing track record of **technology leadership and innovation**



Broad diversification across regions, products and end-markets



Strong focus on **sustainability** in environment, social, and governance along the entire value chain



Ownership structure provides **high degree of stability**



Healthy balance sheet and a very solid capital structure, conservative financial policy, **strong commitment to “A” ratings**

Thank you



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