



BOSCH

Invented for life

Welcome!

**Roseville Plant
Town Hall
Pre-Roll Slides**

February 2026



Customer Visit: Next Tuesday, February 24



SiC 200 mm Trenching Wins Bosch Innovation Award



Visit Zünder Online to read more

Bosch Retains Key Ranking

Fortune Most Admired Companies

**#1 Motor Vehicle Parts
category**

#1 in four of the past eight years

Visit Zünder Online to read more

Did You Know?

Bosch has a complaint system – **Speak up!** – that allows associates to anonymously report possible violations, risks, or misconduct that could harm our company and associates.

Visit www.bos.ch/speakup to learn more or to report a complaint or possible violation.



A Great Source of Bosch Information



ZUNDERONLINE

bzo.bosch.com

Your default homepage



BOSCH

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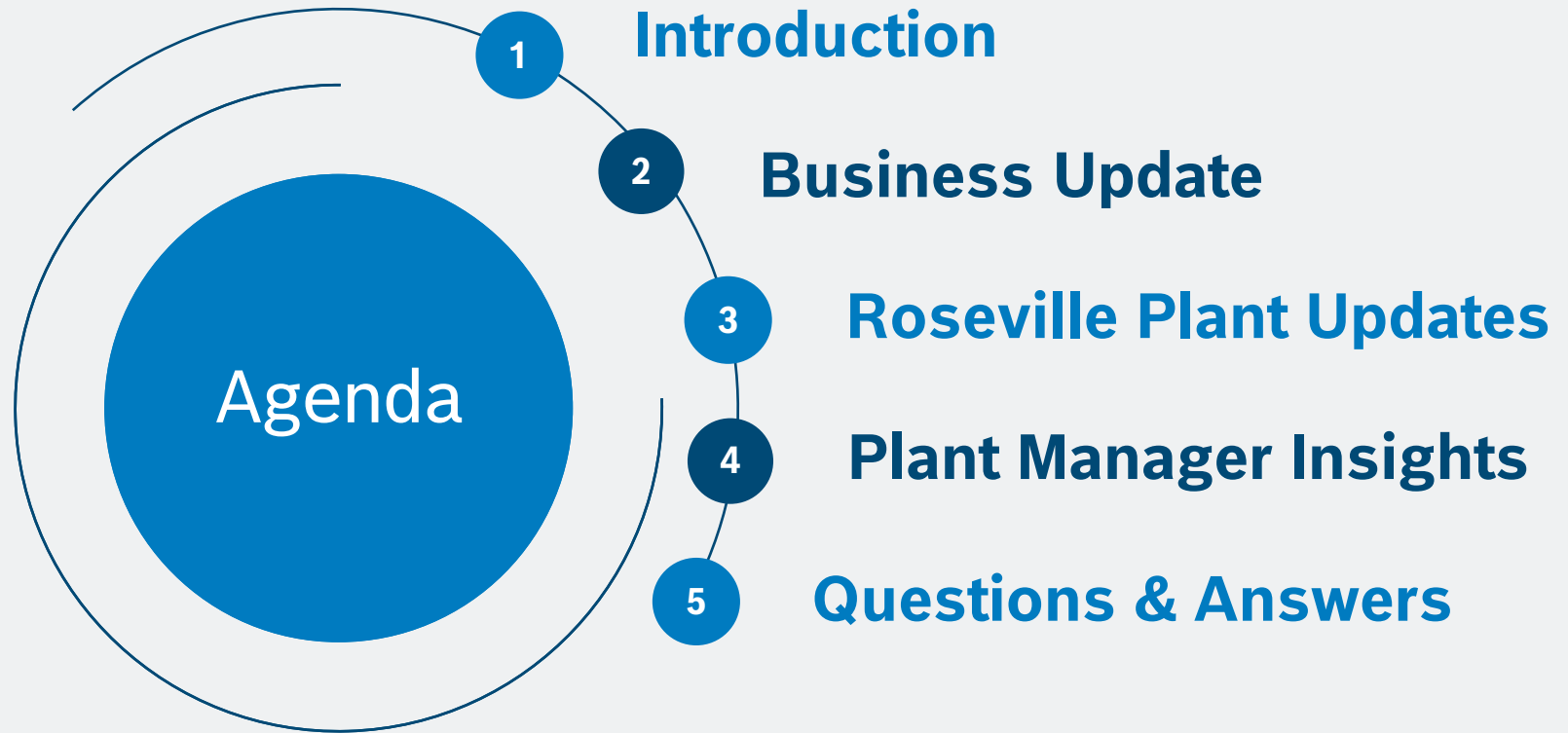
Welcome!

Roseville Plant
Quarterly Town Hall

February 2026



What we'll cover today



A promotional image for Bosch featuring two men. On the left is Alton Brown, with his signature spiky white hair and goatee, wearing a red leather jacket. On the right is a man with dark hair wearing a blue and white checkered button-down shirt. A large black play button icon is centered over the image. The text 'THE MORE YOU BOSCH, THE MORE YOU FEEL LIKE A BOSCH' is overlaid in white, bold, sans-serif font across the middle. Below it, a red rectangular button contains the text 'EXTENDED VERSION' in white, bold, sans-serif font.

**THE MORE YOU BOSCH,
THE MORE YOU FEEL LIKE A BOSCH**

EXTENDED VERSION

Not Just a Guy Our New Plant Manager

Welcome Christian Foerster



New Hires



Joined since September 8, 2025



Sudhanshu Goel
(ME-PM/ENG-NA)
**Assignment*



Charles Schubert
(RseP/MFI)



Brendan Troutman
(RseP/SAS1)



Manuel Romero
(RseP/SAS1)



Horacio Rojo
(GR)
**Assignment*



Neil Frandsen
(RseP/SAS11)



Gregory Frandsen
(RseP/SAS1)



Sara Dolan
(RseP/SAS)



Luca Waldner
(RseP/CTG)
**Assignment*



Philipp Huke
(RseP/TER)
**Assignment*



Niklas Schmieder
(RseP/SAS2)
**Assignment*



Joel Gregg
(RseP/SAS11)
** Re-hire*



Itzel Alvarez Ramirez
RseP/CTG-ACC
**Assignment*



Ryan Stephens
(RseP/MFI)



Olei Ngan
(RseP/MFI)



Anthony Tano
(ME-PM/ENG-NA)



Joshua Whittle
(RseP/SAS31)



Hossein Shahini
(ME/QMM-RseP)



Mike Bradley
(RseP/SAS)



Alex Calcetas
(RseP/SAS32)



Haley Sprague
(RseP/HRL)



Andreas Schuler
(RseP/TER)
**Assignment*



Em Garcia
(RseP/SAS31)



Jackson Patrick
(RseP/SAS32)



Angel Espinoza
(RseP/MFO4)



Rob LeGette
(RseP/SAS11)



Leo Bautista
(RseP/SAS111)



01

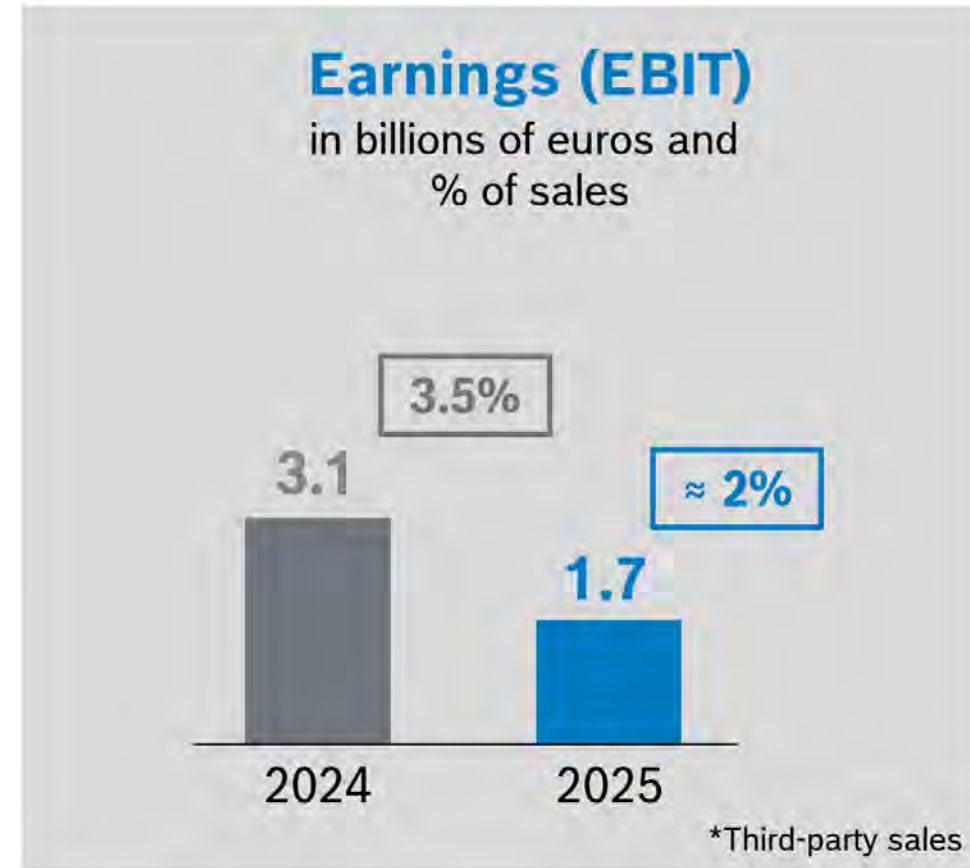
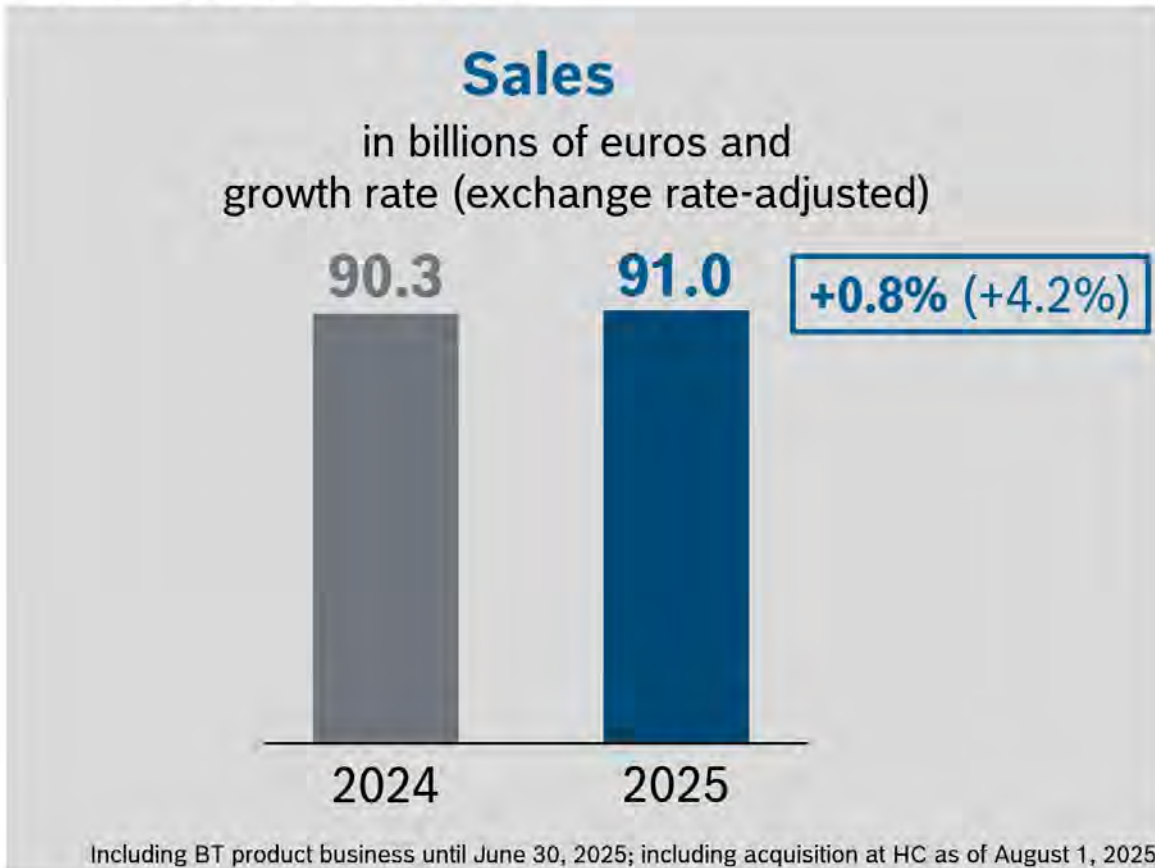
Business Update

Malte Reimers (RseP/COR)

Bosch Business Update January 2026

Bosch Group sales* and earnings 2025

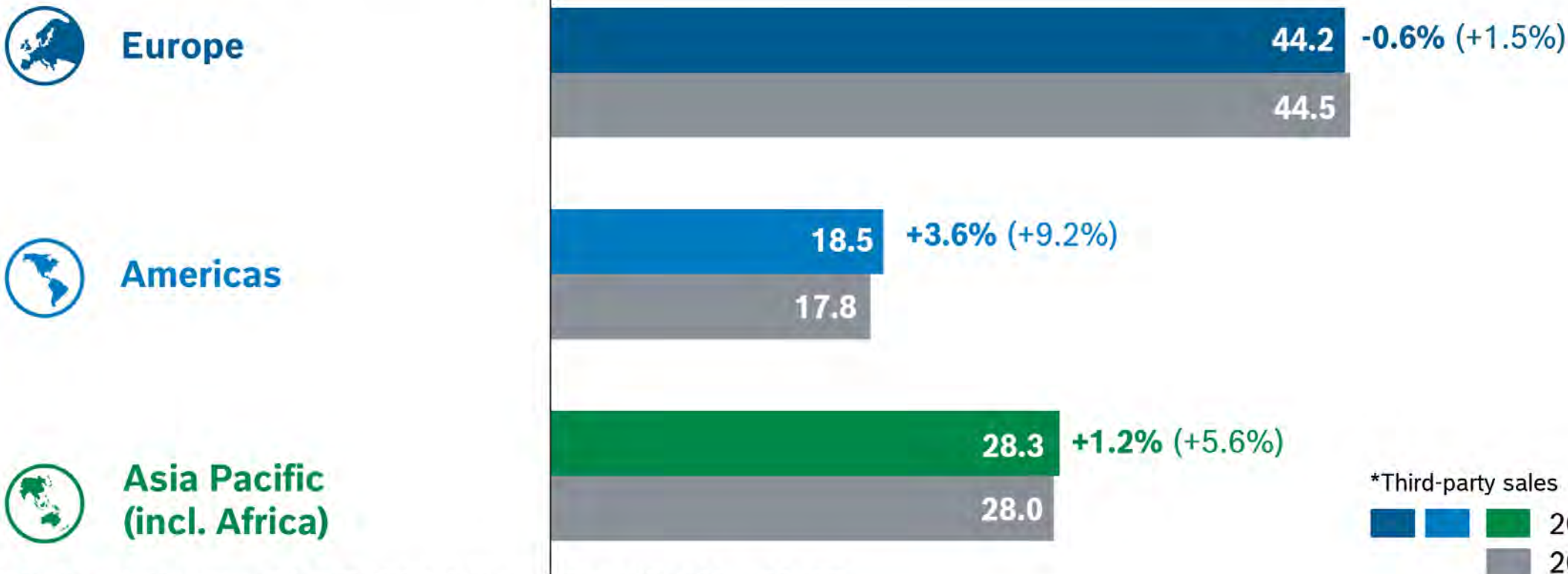
Preliminary external figures



Bosch Business Update January 2026

2025 sales* by region

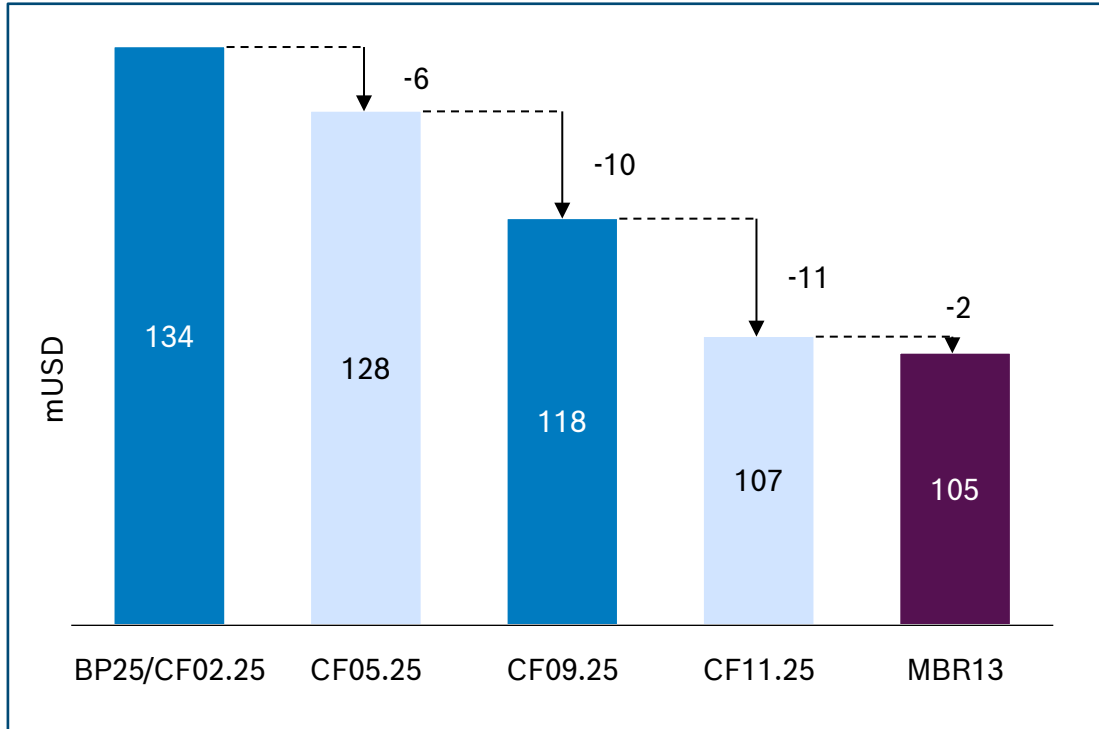
Preliminary external figures; sales in billions of euros and growth rate rounded (exchange rate-adjusted)



Including BT product business until June 30, 2025; including acquisition at HC as of August 1, 2025

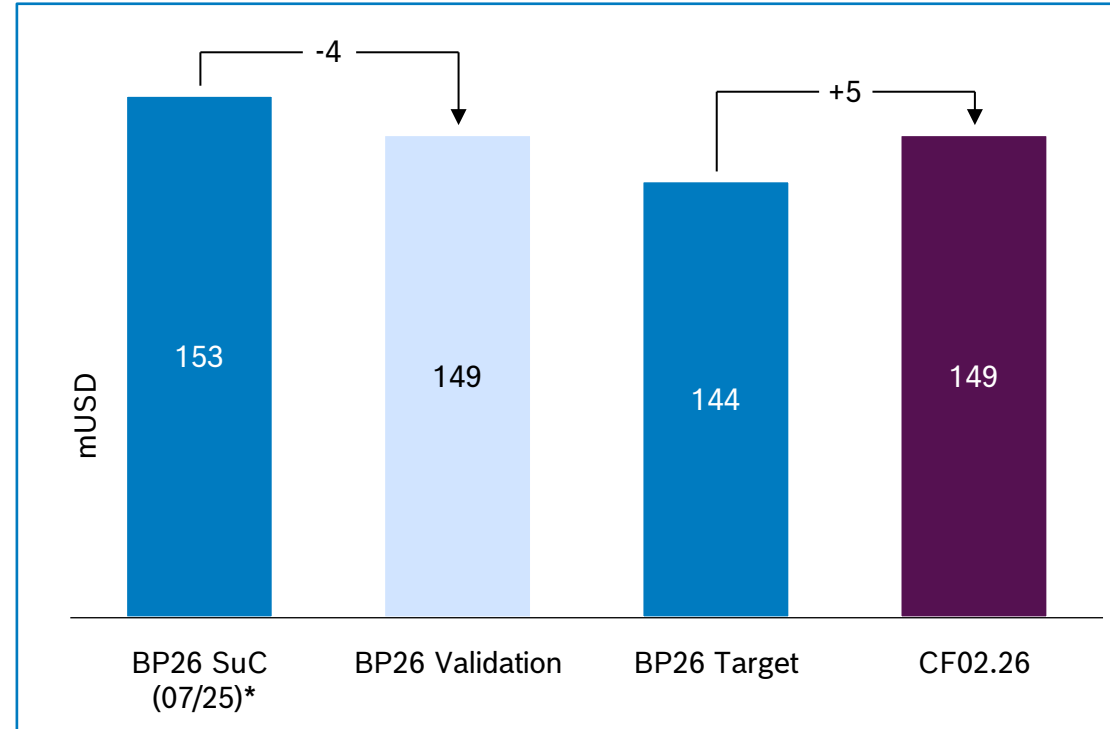
RseP 2025 Actuals & Business Plan 2026

Startup costs (mUSD)



2025 Startup Costs

- Decrease of 29 mUSD in total SuC since BP25
- Lower depreciation and utility/consumables consumption due to project delays



Business Plan 2026 Startup Costs

- 2026 RseP costs are startup due to QGC4 shift to Jan 2027
- 4.6 mUSD of 9.2 mUSD target confirmed. Measure development to close remaining 4.6 mUSD tension ongoing



02

RseP Updates

Start-Up Status

Bekir Samardzic (RseP/TER)

Construction Status

Rse 102 Wafer Fab

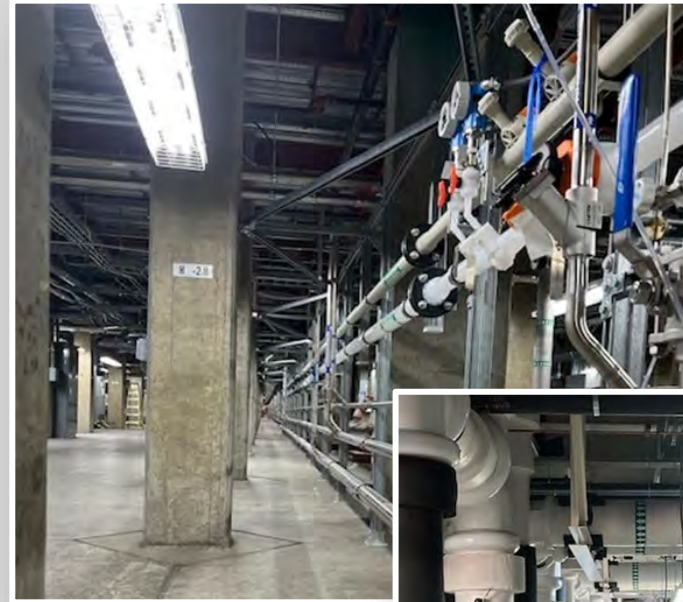
- Construction almost completed
- Running system handover process
- Closing punchlist items

Rse 105 Energy Center

- Commissioning of all systems almost completed: Chilled Water, CDA, PCW
- Need to manage challenges with the legacy part

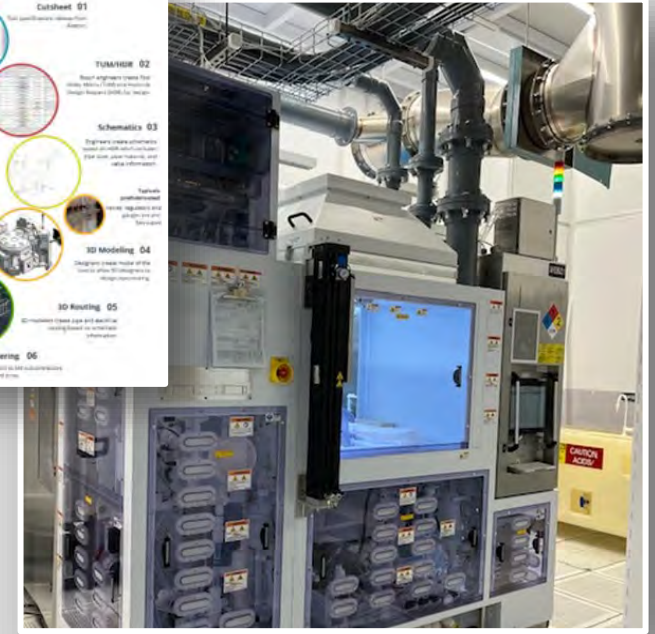
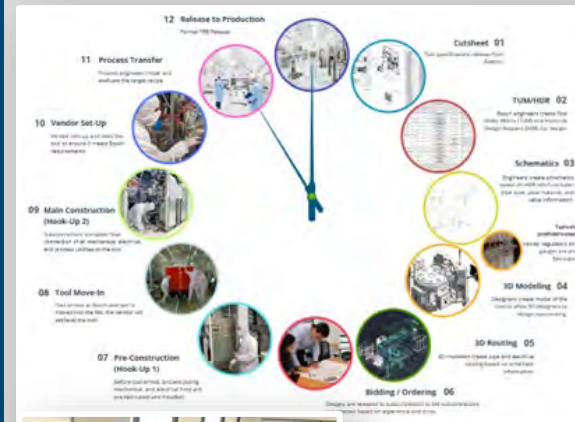
Rse 104 Wafer Sort & Logistics

- Construction ongoing
- Need to accelerate in order to start tool Move-in latest mid-April 2026



Tool / Process Start-Up

- Ongoing **move-in and hook-up**
 - More than 110 tools moved in.
40% of Tool Hook-Up completed.
- Ongoing **qualification** of systems
 - From POC to tool (pressure/Helium leak checks).
- **Safety tool inspections**
 - Ongoing
- **City tool inspection**
 - Moving forward according to plan and passing without big findings
- **Supplier/vendor start-up and process evaluation**
 - Moving forward; First systems passed the technical review board (TRB)



"The theoretical concept of a seamless handover from facility to equipment and ultimately to the process engineer is proving to be just that – theoretical. In practice, it has become clear that all disciplines must engage in exceptionally close and well-coordinated collaboration to overcome these hurdles effectively and ensure successful progress."

Site Activities

Jonas Stein
(RseP/PM ME/RP-NA)

Site Activities

The First Impression Counts



Rse 120 (Admin)

Desired Outcome

Entrance Refurbishment:

Replace, clean, repaint

First impression

Lobby: Replace remaining old furniture; upgrade flooring

Product Showcases: Make the whole Bosch EV portfolio available

Hands-on experience for visitors

Parking

EV Chargers: 4 x up to 350kW

First impression

Visitor Parking: Clarify rules

Parking availability

ADA Upgrades: Additional parking

Continuing to improve our site for associates and other stakeholders

Customer / R&D Update

Max Meckbach (ME-PM/ENG-NA)

Customer Relations & Acquisitions

CES 2026 at-a-glance



- World's largest fair for consumer technologies, innovation, electronics, AI, **mobility**, digital health, smart home, robotics, sustainability
- Date: Jan 6-9, 2026; Las Vegas, USA
- 4,100 exhibitors, increase by 4-5%
- 148,000 visitors
- Occupied 2.6 million square feet

Bosch CES 2026 press conference
YouTube · Bosch USA · Jan 6, 2026



- Roseville Plant strongly represented also during opening press conference



Confidential C-SC2 | Roseville plant | Town Hall | February 2026
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- Big booth at a central entrance of Central Hall of the LVCC



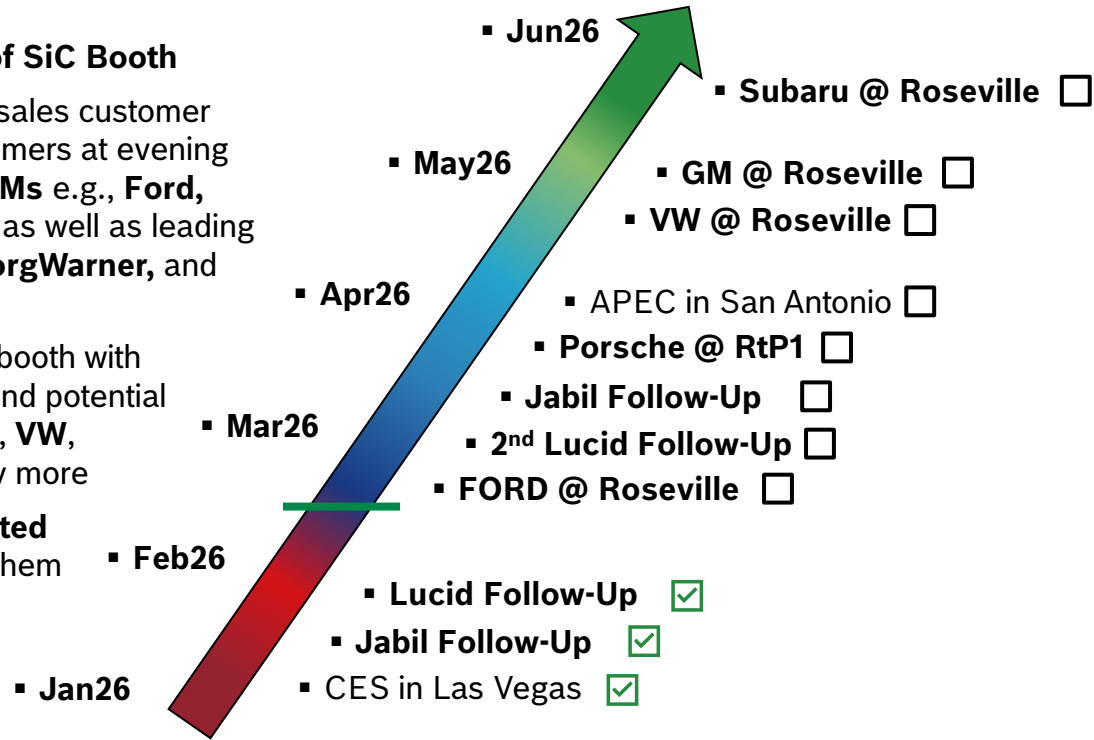
Marketing and Acquisition

Take-aways and next steps



Big station in the public area for SiC products

- **Good effectiveness of SiC Booth**
- **Several** pre-arranged sales customer meetings and **12** customers at evening event, incl. leading **OEMs** e.g., **Ford, BMW, GM,** and **Lucid** as well as leading **Tier 1s** such as **ZF, BorgWarner,** and **Veoneer**
- Fruitful discussions at booth with promising customers and potential partners incl. **Porsche, VW, Dana, Jabil,** and many more
- More than **100** generated **relevant leads**, 32 of them hot or urgent



**Increased visibility of Bosch as a semiconductor supplier in the U.S.
Strong interest in the strategic approach of Bosch regarding supply chain resilience.**

Research & Development Update

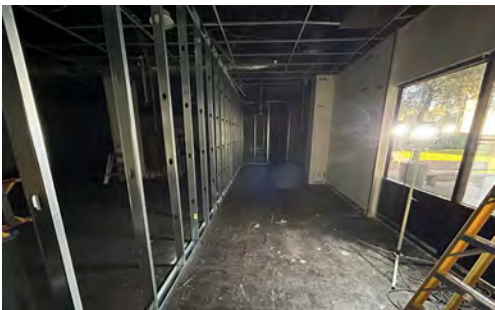
07/25



01/26



02/26



Progress on “Lab under one roof”

- Failure Analysis (Q-Lab) and Electrical Characterization (C-Lab)
- Building R107 next to Server Room 2
- **Construction permit approved 2/12/26**

Hiring process ongoing for ENG-NA

- **Target HC EOY = 9**
- Promising leads on candidates
- Continuous knowledge transfer



First SiC Lab results

Dec

Nov

TV4s assembled

Oct

C-sample out

Sep

MSA completed

Aug

Jul

Jun

Hook-Up & Release

May

Building final

Apr

Equipment move-in

Mar

Demo completed

Feb

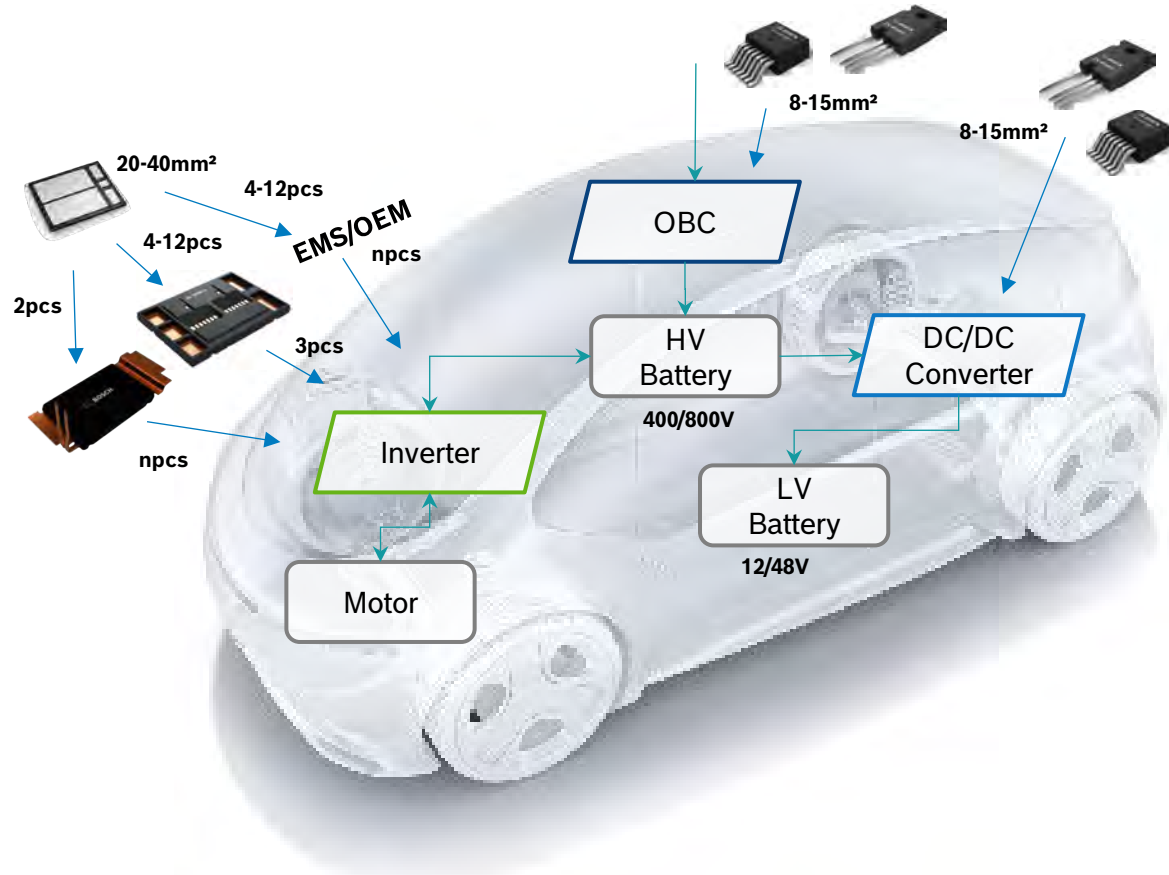
Jan

Technical Update

Christian Foerster (RseP/PM)

Town Hall Meeting 02/2026

Where and why are our chips needed?



Inverter

- ▶ Converts DC from HV battery to AC to drive the motor
- ▶ Switching frequency between 10kHz and 40kHz
- ▶ Power range between 20kW and 400kW

On-Board Charger

- ▶ OBC converts AC from power grid to DC to charge HV battery
- ▶ Switching frequency >100kHz
- ▶ Power range between 3.3kW and 22kW

DC/DC Converter

- ▶ DC/DC Converter steps down voltage from HV battery to LV battery (12V/48V) for board electronics
- ▶ Switching frequency >100kHz
- ▶ Power range between 1kW and 8kW

Solar Inverter



Data Center



Wind power



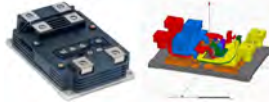
Drive for trains



Technical Overview

Bosch SiC roadmap

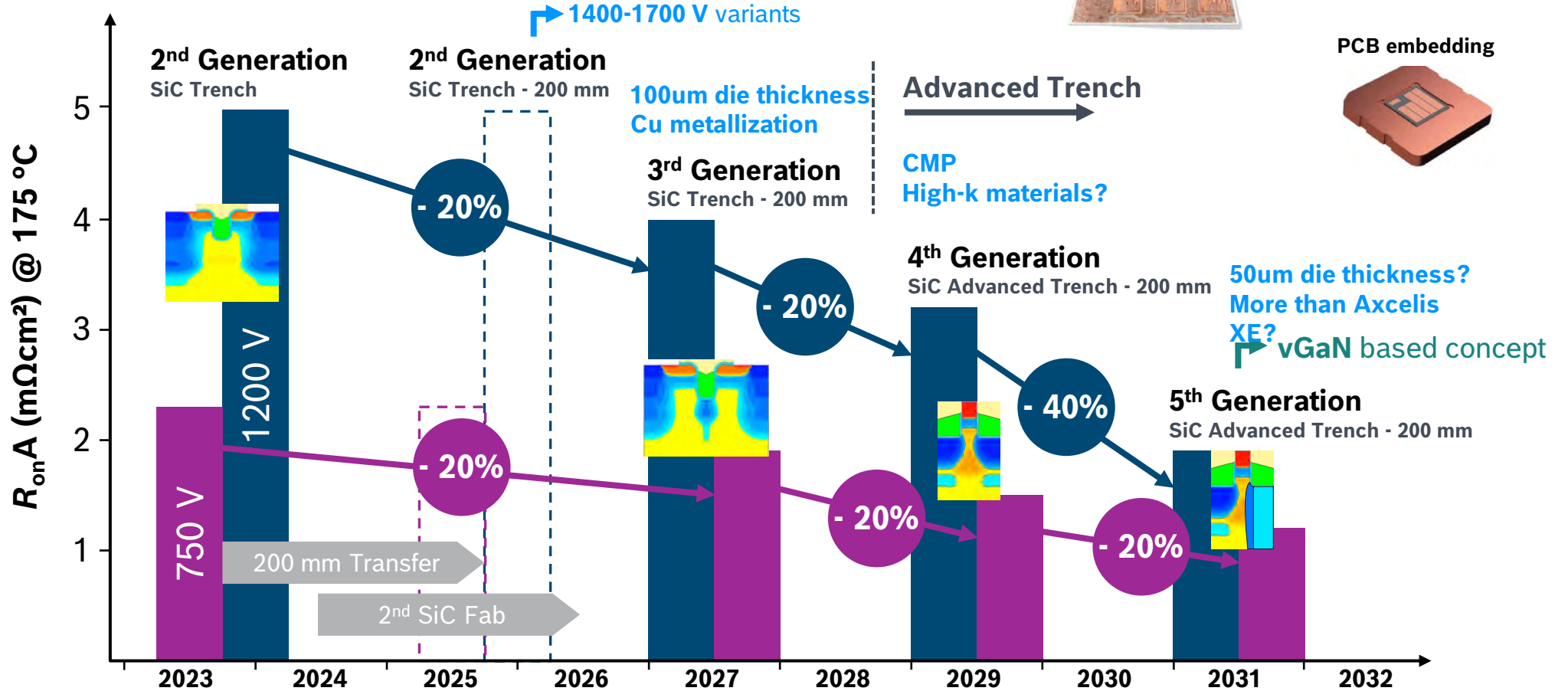
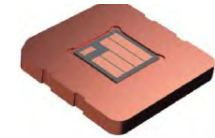
SiC LinPak



Cu metallization



PCB embedding





03

Plant Manager Insights

Christian Foerster (RseP/PM)



04

Questions & Answers

Office Work Policy

Christian

Talent Pool

Scott

Bonus Program

Scott

Financial

Malte

Live Q & A



#LikeA**Bosch**

THANK YOU!