

BOSCH

“Investment conditions and attractiveness of the economy”

October 12, 2017

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Board of Management of Bosch Termotecnologia, S.A.

Investment conditions and attractiveness of the economy

BOSCH in Portugal 2016

Associates

> 4.000

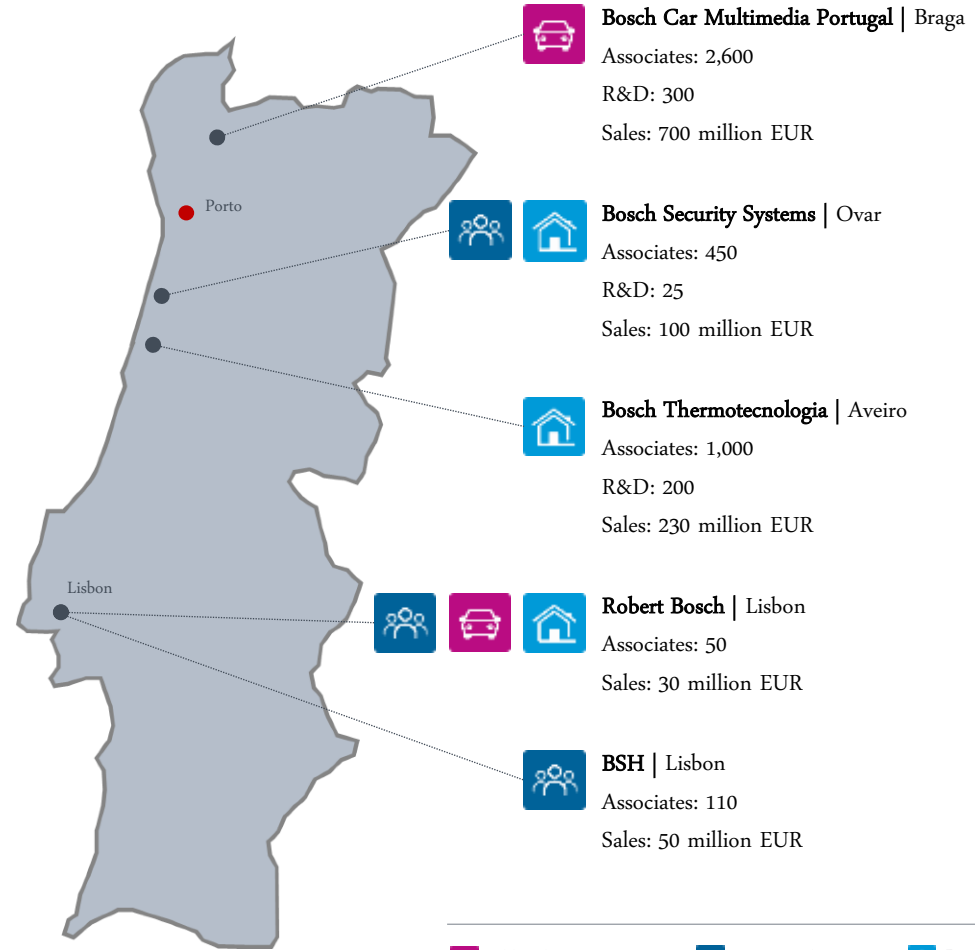
> 500 in R&D

Sales

> 1 billion €

Export

> 90%



Investment conditions and attractiveness of the economy

What Bosch develops and manufactures in Portugal



Bosch Car Multimedia Portugal, Braga



Bosch Thermotechnology, Aveiro



Bosch Security Systems, Ovar



Navigation Systems,
Information and Entertainment



Instrumentation Systems



Water-heating solutions



Security Systems



Communication Systems

Investment conditions and attractiveness of the economy

Why is Portugal a strategic country for Bosch?

- ▶ **LCL** in WEU in manufacturing and engineering competences
- ▶ Excellent **infrastructures** such as airports, highways and sea ports
- ▶ **Geo-strategic location** between Europe, America and Africa (250 Million Portuguese speaking people in Brazil, Angola and Mozambique)
- ▶ Good **supply base** and **technical infrastructure** (tools, injection molding...)
- ▶ Availability, qualification and flexibility of **human resources**
- ▶ **Political stability**, social climate/context and safety

Investment conditions and attractiveness of the economy

BOSCH in Portugal | Investments

Bosch Car Multimédia & Universidade do Minho



► 200 million EUR investment over the last 3 years

► Protocols with universities in the area of **connected mobility** and **smart building solutions**

► Additional Investments of 100 million EUR planned for the next years

► Collaboration in R&D including PhDs students and graduates working in Bosch sites

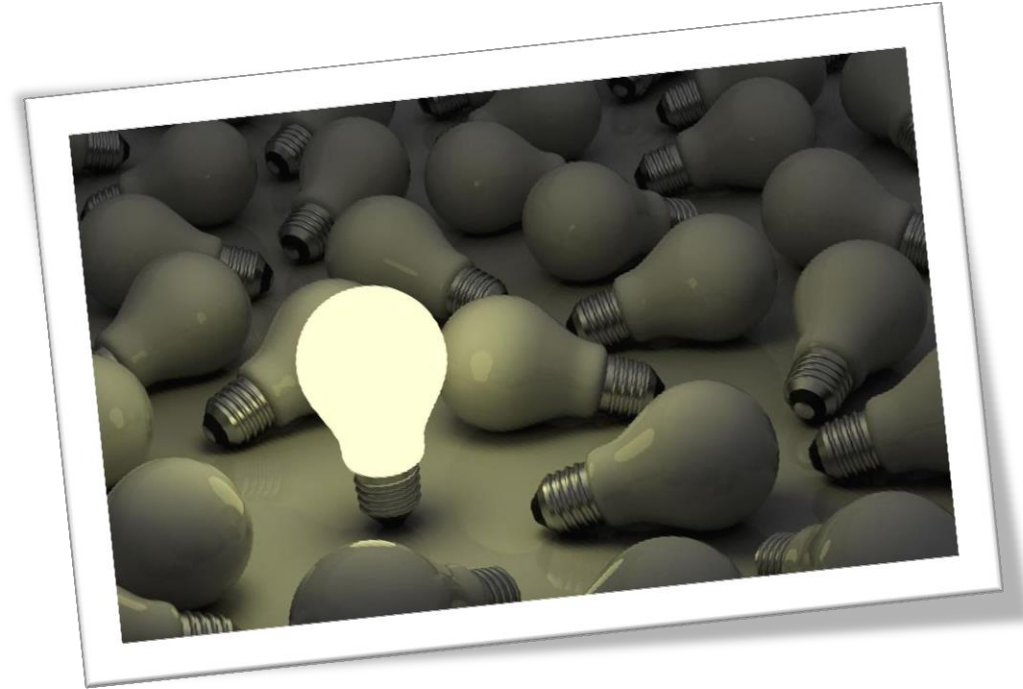
Bosch Termotecnologia & Universidade de Aveiro



Investment conditions and attractiveness of the economy

What are the challenges ahead of Portugal?

- ▶ Public and Private debt
- ▶ Sustainability of the financial sector
- ▶ Uncertainty of Fiscal/Tax Policy
- ▶ Energy costs
- ▶ Inefficiency of the Public Administration and legal/justice system



Thank you for your attention

“I have always acted according to the principle that I would rather lose money than trust. The integrity of my promises, the belief in the value of my products and of my word of honor have always had a higher priority to me than a transitory profit.”

Robert Bosch