

JAPAN MOBILITY SHOW 2025

Bosch Corporation

Speech by Christian Mecker, President and Representative Director

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This script may differ from the actual speech.

Christian Mecker, President and representative director of Bosch Corporation, Japan

Hello everyone. Thank you all for coming today.

At our booth this year, Bosch is introducing comprehensive solutions from hardware to software with the theme of "Software-driven mobility."

Recently, the automotive engineering trend has been shifting to a software driven. With software-defined vehicles, you can improve vehicle performance by updating software or you can experience new functions by adding new applications. Just like a smartphone, you do not need to replace your car to do it. Ahead of the Japan Mobility Show, Bosch conducted a survey on peoples' "expectations for software-defined vehicles." Now, let's look at some of the results.

The survey shows that less than 20% were familiar with the term, "software-defined vehicle." So, we asked questions based on the specific functions and services that are made possible with "software-defined vehicles." For example, "parking automatically, even in challenging locations like mechanical parking lots." Also, "steering more easily in tight spaces when making U-turns, making driving effortless," and "providing much more interior space thanks to software control eliminating cables inside the vehicle." At the end of the survey, about 75% of respondents answered, "I look forward to software-defined vehicles." A significant number of consumers are already eagerly anticipating the future of mobility enabled by software.

But is this a future mobility that has yet to come? Absolutely not. The mobility functions and services that I have just explained are being presented here at this Bosch booth, right in front of you.

One of the components that Bosch is unveiling here to the public for the first time in Japan is a by-wire brake actuator. Bosch started mass production of the anti-lock brake system in 1978. Since then, Bosch has been focusing on the development of brake technologies. Traditional brake systems typically featured a mechanical connection between the brake pedal and the brake system. Now, looking ahead to software-driven mobility, Bosch offers hydraulic brake-by-wire system consisting of two units; the by-wire brake actuator and the electronic stability program. The brake pedal and brake-by-wire actuator are connected by wires, so that the driver's brake request is transmitted to the braking operation as an electric signal. Removing the mechanical connection between the brake pedal and the brake system opens up new possibilities for the design of the human-machine interface and of the vehicle interior. Furthermore, our hydraulic brake-by-wire system is based on market-proven technology. This allows us to provide extensive benefits of by-wire technology, while offering highly reliable, lightweight, and energy-efficient features. Bosch is a leading company in by-wire technology, and our brake-by-wire systems are expected to be featured

in production vehicles for an Asian automaker in the beginning of 2026.

Furthermore, for the past few years Bosch has been developing vehicle motion management. It is a comprehensive software system solution that allows integrated control of multiple actuators for vehicle control, including brakes, steering, powertrain, and suspension. We have already announced some of these functions that enable personalized driving to suit driver preferences or driving scenarios. With this technology, drivers can switch between driving modes, such as urban, sport, and luxury. However, we have continued to develop further. We are trying to realize an additional feature whereby face recognition identifies each driver's preferred driving style, enabling the software to automatically set the driving mode. I experienced this in a test vehicle the other day. When I entered the car, it recognized my pre-registered face and automatically switched to a sporty setting.

A new function under the same software is the “easy turn assist.” This function enables the car to achieve a smaller turning circle when navigating turns such as U-turns or curves by lightly applying the brake on the inner tires and adjusting the distribution of the motor power. Using the easy turn assist function, drivers will be able to steer easily. It eliminates the need to repeatedly turn the steering wheel back and forward and enables a smooth take-off from even tight parking spaces.

This year, Bosch is presenting the future of mobility that consumers desire. We are also showcasing innovations such as services that monitor CO₂ emissions for carbon-neutral fuels, thermal management system, and software and sensors required for driver assistance, automated driving, and parking functions. With this show car and monitors, we are demonstrating Bosch's latest products and solutions for software-driven mobility.

So far, I have discussed the latest functions enabled by software. But the development and manufacture of intelligent hardware are also important for realizing these functions.

I already mentioned the ESP, which plays an important role in the brake-by-wire system. While automakers install ESP worldwide, Bosch's ESP covers over 50% of the market share for Japanese automakers. And, Bosch is starting production of the 10th generation ESP at our Tochigi Plant next year. In preparation, this month, we have successfully completed installation of the production line for the new ESP. Starting next year, we are committed to gradually supplying the ESP from our Tochigi plant to Japanese automakers. The plant celebrates its 35th anniversary this year. Since 1990, it has built up a long track record in manufacturing brake-related products such as ESP for four-wheelers and ABS for two-wheelers and four-wheelers.

We have another plant marking an anniversary this year: our Higashi-Matsuyama Plant in

Saitama. Since starting operations in 1940, it has mainly manufactured components for diesel engines. The main building of the plant has maintained the same appearance as when it first opened. It has supported Bosch's history and development for 85 years. Whenever I visit the plant, I always feel a sense of pride for working at Bosch which has supported mobility in Japan for so long.

Just like these examples, Bosch has supported the mobility industry for over 100 years, since starting business in Japan in 1911.

And we must not forget the new corporate headquarters in Yokohama. One year since completion, about 2,000 associates are collaborating daily across business divisions, advancing the development of the cutting-edge technologies.

Bosch has a truly unique and unparalleled expertise and experience in both software and hardware. By leveraging the strengths, we will continue to meet customers' needs and shape the future of mobility for the next 100 years.

Thank you.

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