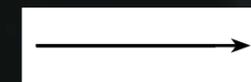




TALKING BOSCH

***Kivanc Arman, Vice President for
Automotive Aftermarket, Bosch Middle
East, Turkey and Iran***





How did you become part of the Bosch family?

In 2004 I joined Bosch in Turkey managing Supplier Quality and Warranty. I then moved to Paris as Project Leader with Robert Bosch France S.A.S. This position allowed me to work on projects carried out for the Malaysian, Indian and Iranian Original Equipment Manufacturers (OEMs). In 2008, I moved to Tehran and took over the sales management role before rising to the position of Technical Sales and Application Director in Original Equipment Sales for the Turkish and Iranian OEM business and then subsequently returning to Turkey. Later on, In September 2015, I joined the Automotive Aftermarket Business unit as Regional Director, responsible for Turkey and in 2017 I was remitted to cover the Middle East region as well.

How would you describe your management style?

I am a firm believer in encouraging an entrepreneurial mindset. I encourage a more closely-aligned strategy among my team to inspire them to bring in new ideas that in turn boost organizational development. A culture built on mutual trust deriving from open and transparent communication is a key strength of Bosch.

We know that Bosch is one of the biggest and most diverse companies in the world, can you share with us some of its areas of specialty?

Bosch's operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. Bosch Automotive Aftermarket is part of the Mobility solution business sector.

The Mobility Solutions business sector is one of the world's largest automotive suppliers, accounts for 61 percent of Bosch's total Group sales. Its main areas of activity are injection technology and powertrain peripherals for internal-combustion engines, diverse solutions for powertrain electrification, steering systems, safety, and driver-assistance systems, plus technology for user-friendly infotainment as well as vehicle-to-vehicle and vehicle-to-infrastructure communications, repair-shop concepts, and technology and services for the automotive aftermarket. Technically the sector combines the group's expertise in three mobility domains – automation, electrification, and connectivity – and offers its customers integrated mobility solutions that allow cars to interact with other means of transportation such as bicycles, trains, and buses.

How many people currently work in BOSCH?

As of 2018, the Mobility Solutions currently employs 232000 associates, of which 17000 work in the Automotive Aftermarket.

What are some of the most amazing things that BOSCH has invented for the automotive world?

Our products and technology can be found in virtually every car make produced throughout the world.

- In 1886, Robert Bosch founded the "Workshop for Precision Mechanics and Electrical Engineering" in Stuttgart. This was the birth of today's globally operating company.
- In 1897, Bosch started installing better-designed magneto ignition devices into automobiles and became the only supplier of a truly reliable ignition.
- In 1902, the chief engineer at Bosch, Gottlob Honold, unveiled an ever-better solution — the high-voltage magneto ignition system with spark plug. This product paved the way for Bosch to become a world-leading automotive supplier.

- Gasoline injection, which Bosch had developed for aircraft engines, appeared as an innovation in automobiles at the start of the 1950s, and in 1959, Bosch started to develop an electronically controlled gasoline injection system.

- The ABS antilock braking system launched in 1978 turned into a technical standard in automotive engineering.

- The ESP® electronic stability program started in 1995 was a technological milestone.

- In 1995 Bosch unveiled its TravelPilot navigation system with route guidance and voice output.

- In 1997, the Common Rail high-pressure diesel injection system reduced fuel consumption, as did the DI Motronic gasoline direct injection in 2000.

- Driver assistance systems such as Adaptive Cruise Control and Night Vision improved safety.

- Bosch launched a distance radar as early as 2000. The next generation system was then capable of automatically braking an automobile to a stop and accelerating it in turn in queueing traffic.

How does BOSCH continually evolve with its products and ideas?

At Bosch, innovation is inspired by socioeconomic trends, to meet current and future needs with technology and to make people's lives better or simply put "our innovations aspire to be- Invented for life."

Is it true that a charity owns over 90% of BOSCH ownership shares?

Robert Bosch Stiftung GmbH, a charitable foundation, holds Ninety-two percent of the share capital of Robert Bosch GmbH. While the majority of voting rights are held by Robert Bosch Industrietreuhand KG, an industrial trust. The entrepreneurial ownership functions are carried out by the trust. The remaining shares are held by the Bosch family and by Robert Bosch GmbH.

Electrification of vehicles is moving at a rapid pace in the industry. How has Bosch evolved since?

In the electromobility business, no company is as broadly diversified as Bosch. It electrifies all kinds of powertrains, from bicycles to trucks. Today, for example, more than a million cars around the world are equipped with Bosch electric or hybrid components. As early as 2030, 20 percent of new cars worldwide will

be partly electrified with 48- volt systems. Moreover, with the complete acquisition of EM-motive GmbH, we are strengthening our position in the electromobility market, which is growing rapidly worldwide.

Are there any challenges that are specific to this region?

Fluctuation of oil prices and its effect on the economy has previously affected our business outlook in the region. However, with a diversified economy, ongoing recovery of oil prices and a host of new infrastructure projects, we are positive about strengthening our business units across the board and investing in new and growing facilities.

Does BOSCH have a motorsports program?

Bosch Motorsport supports crews and racing teams around the globe with customized consulting and superior technological solutions. On the track, Bosch Motorsport sensors capture a wide range of engine and chassis data that are analysed by software as vehicle fine-tuning calls for a solid set of precise and accurate data.

How is BOSCH involved in Motorsport?

We develop systems and components that are always frontrunners, even in the most robust race series. With over 100 years of experience, our engineers are working hard to keep motor racing exciting, innovative, and safe.

What are your plans for the Middle East region this year?

Continuing our growth trajectory, expanding our products lines and increasing our distribution and channels will be our focus this year. Increasing coverage through our service network will also be part of this. Supporting the mobility transformation of the region, we will be exploring opportunities within implementing solutions derived from our global partnerships. E.g., our partnership with Daimler envisages a pilot project comprising of a shuttle service with automated vehicles in California.

What do you enjoy most about working with Bosch?

The "We lead Bosch" principles, which I find very inspirational, encourages each of our team members to become leaders on a personal level and become valued contributors to the business. That coupled with mutual trust, ethical behavior and open communication are helping each of us to develop, grow and learn as individuals.

Are you an F1 fan? Who do you think will be World Championship this year?

I was a big fan in the past, following it very closely until the time that Michael Schumacher announced his retirement. I admire such inspiring figures who put great effort, enthusiasm and dedication for success in their careers. Following his retirement, I was a bit upset and stopped following the races regularly. Now, from time to time I check out developments and news, but unfortunately, I cannot call myself a regular follower and a big fan of Formula 1 anymore.

All-time favourite driver?
Undoubtedly Michael Schumacher 🏆