



**BMW
GROUP**

THE NEXT
100 YEARS



Rolls-Royce
Motor Cars Limited

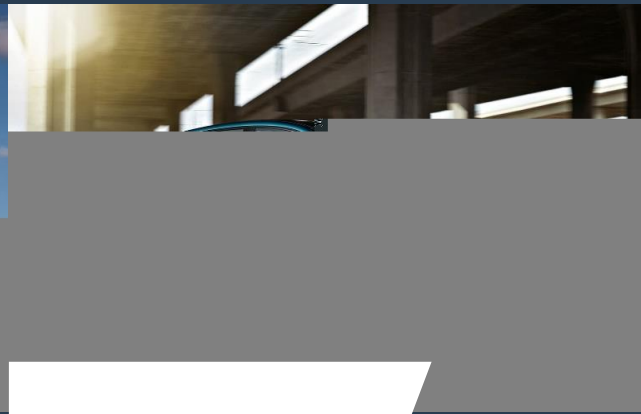
UPDATE

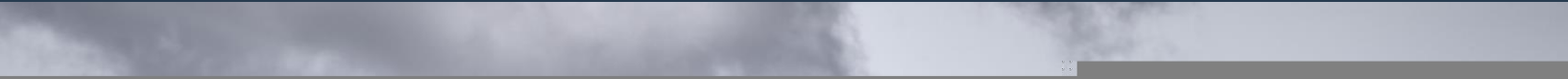
Strategy NUMBER ONE > NEXT

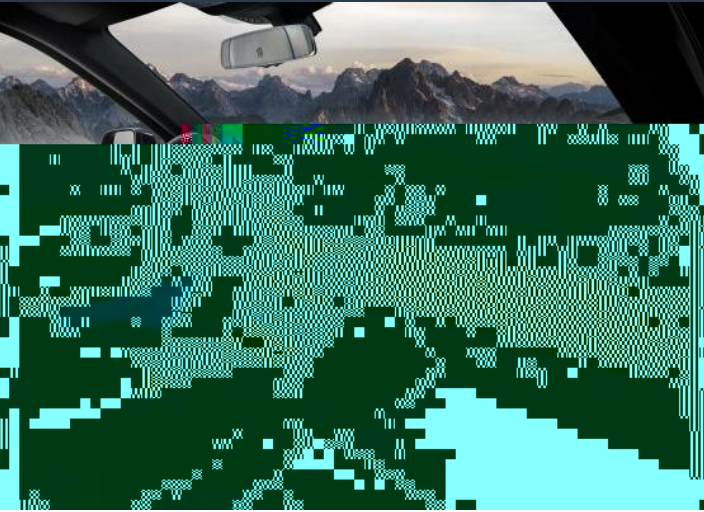
FINANCIAL PERFORMANCE
Review and Outlook 2019

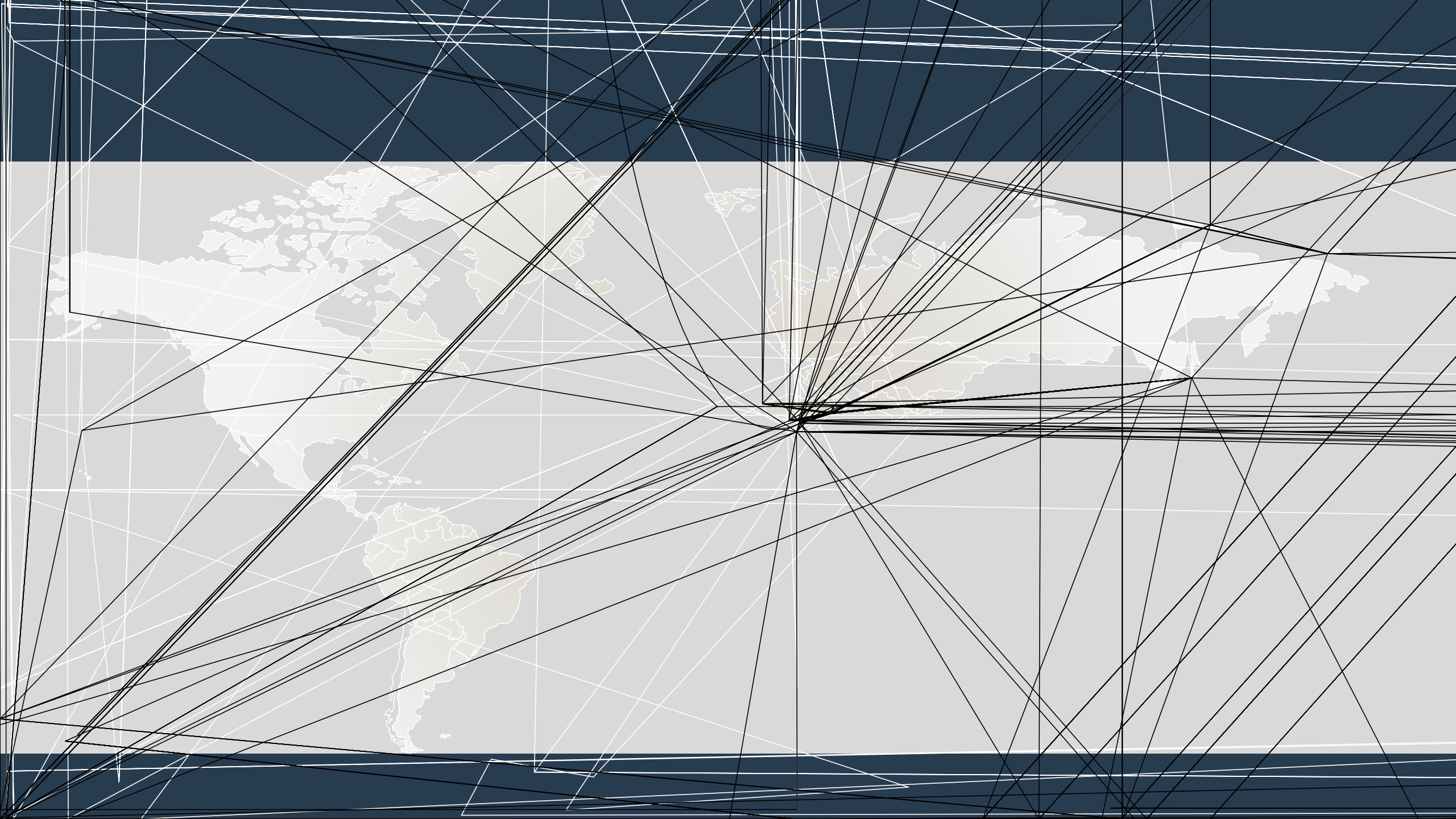


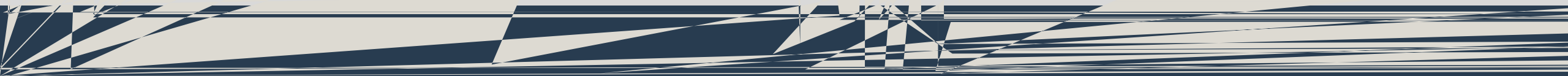
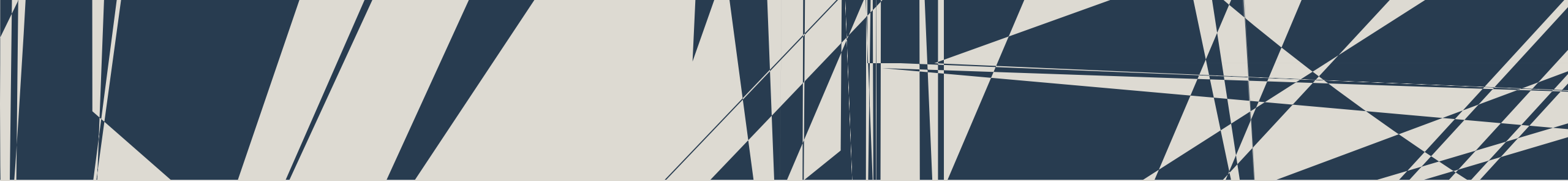














Brilliance Auto



BMW equity share
from 2022

A

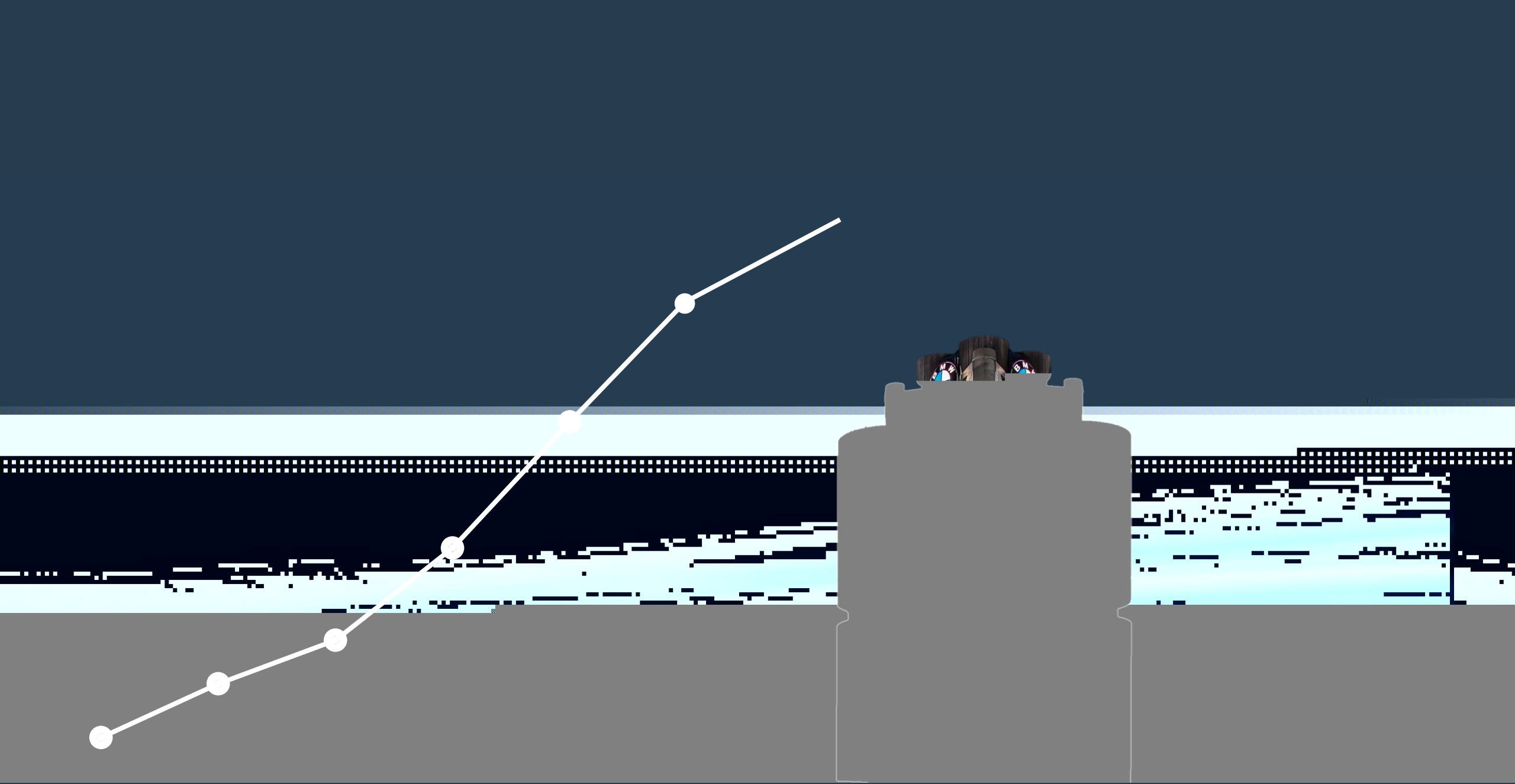


C

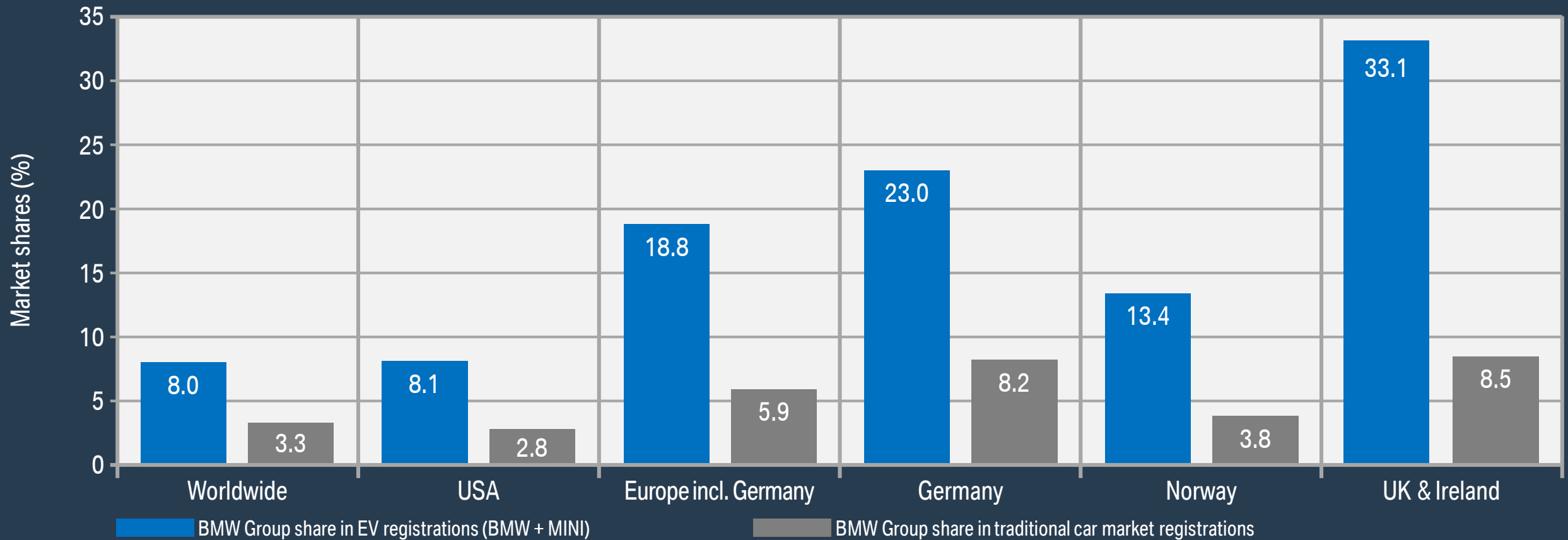


E

S



BMW Infographic



Fully electric



Plug-in hybrid

Schematic illustration of future launch dates

* Not in series production any more

** MINI Battery Electric Vehicle & BMW iX3 Vision are Concept Cars

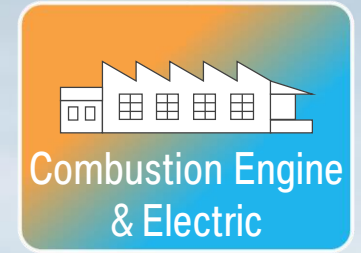
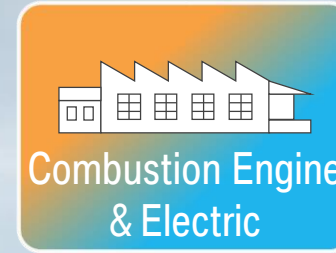
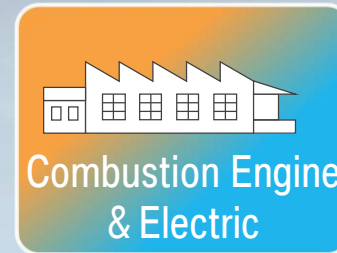
2013



2020
ONWARDS



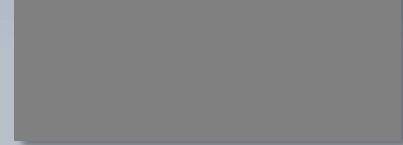
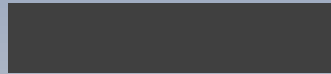
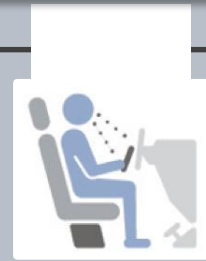
Development of flexible architectures for cars with combustion engines, plug-in hybrids, and pure-electric vehicles.



Flowing technological transition possible
Exchange Flexibility is guaranteed
Sustainable future-oriented jobs







Longitudinal or traverse guide

Traffic control

Awareness for takeover

No driver intervention

Longitudinal or traverse guide

Longitudinal and traverse guide



Levels according to SAE (Society of Automotive Engineers) J3016



Flexible vehicle architecture



Electric engine

Battery cell Research & assembly



northvolt

umicore



IONITY

CATL



Vehicle Integration, Motion Control



Sensors and AI / Environment model



• APTIV •

Continental

FCA
FIAT CHRYSLER AUTOMOBILES

MAGNA

HD-map backend

here



MoU with Daimler
R&D for next technology level

BMW 360° ELECTRIC

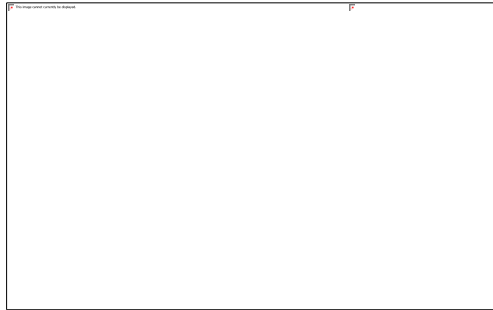


Home and public charging services and products



YOUR NOW
Joint Venture





* For the U.S. entity of PARKNOW, the March 2019 figures are estimated.

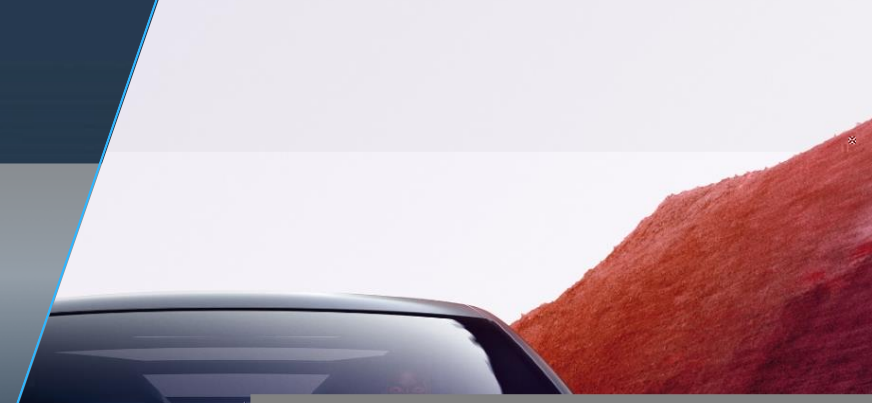
** Partially, customer data is aggregated and thus, data summation is w/o the consideration of possible redundancies.

*** Monthly gross merchandise value run rate is based on the previous month's figure.

UPDATE
Strategy NUMBER ONE > NEXT

FINANCIAL PERFORMANCE

Review and Outlook 2019





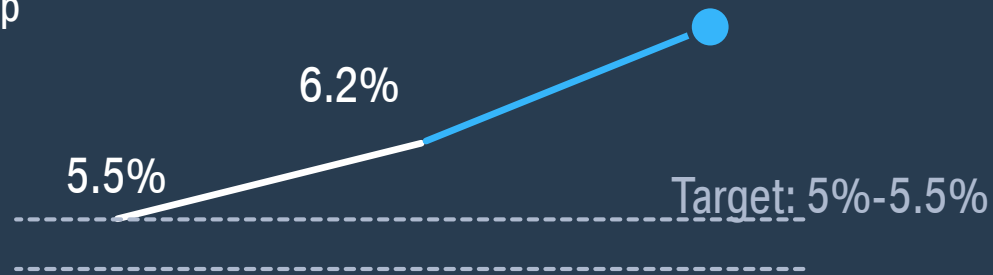
In volatile times,

and a

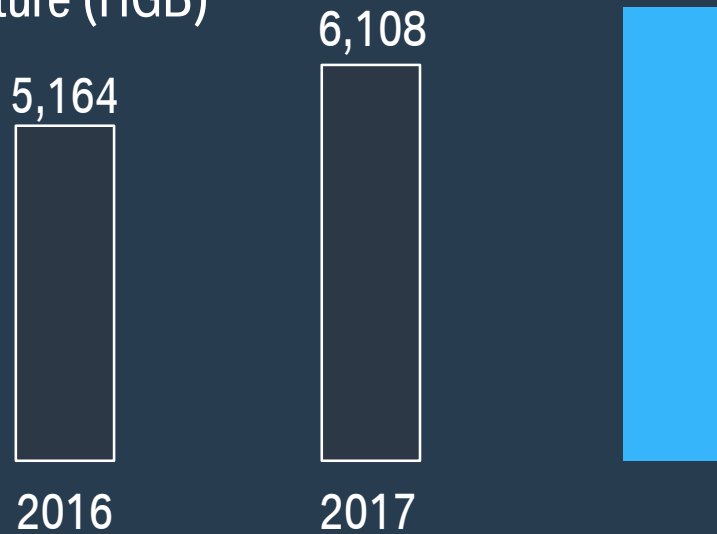
are key.



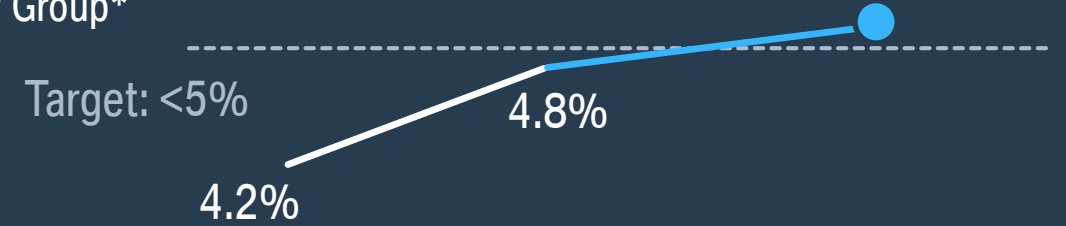
R&D ratio (HGB) BMW Group



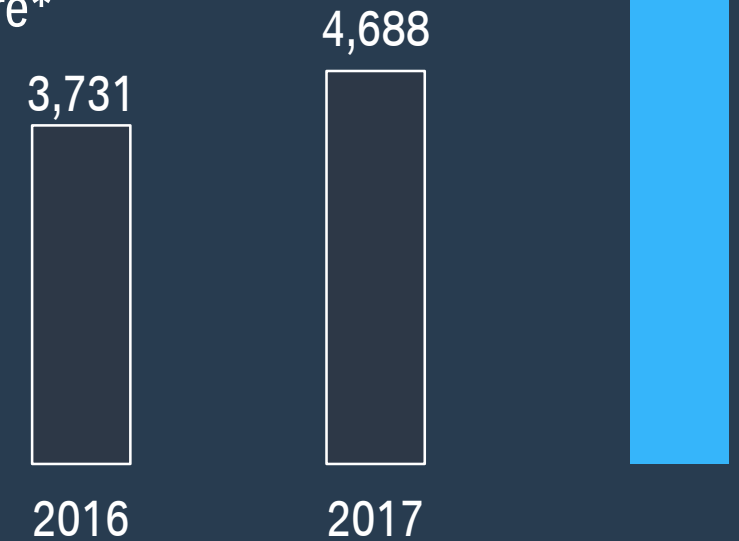
R&D expenditure (HGB) [in m€]



Capex ratio BMW Group*

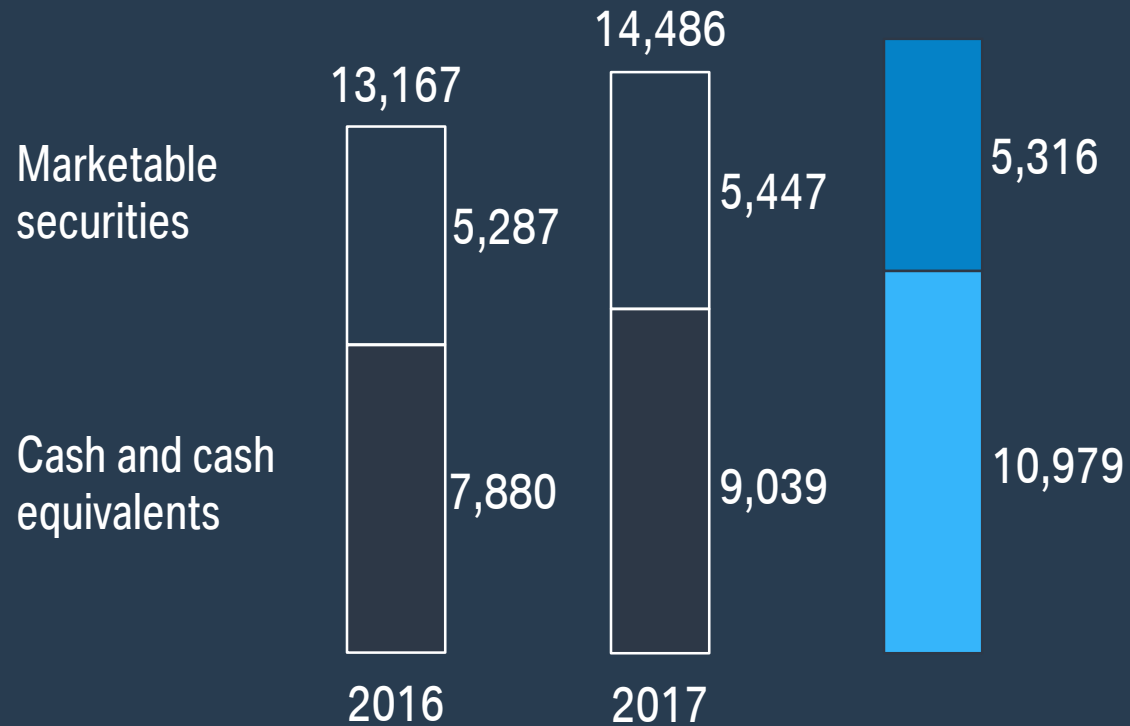


Capital expenditure* [in m€]

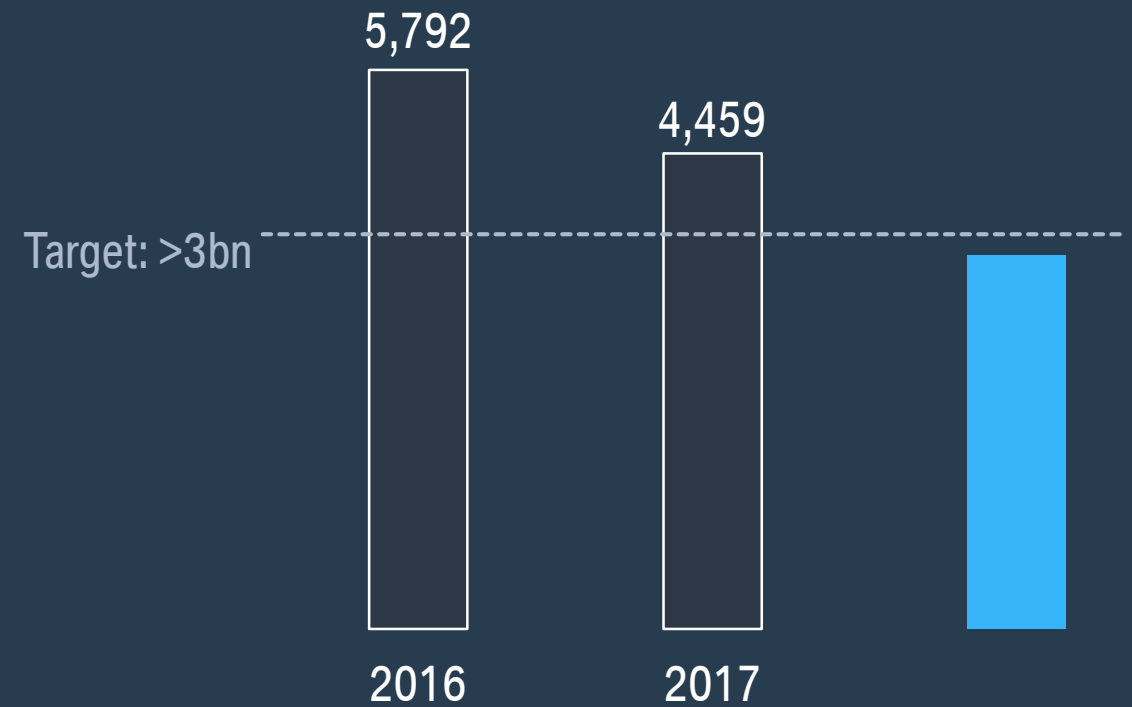


* Excluding capitalised development costs

Liquidity [in m€]



Free Cash Flow (Automotive)* [in m€]



* Definition: Free cash flow corresponds to the cash inflow from operating activities of the Automobiles segment less the cash outflow for investing activities of the Automobiles segment adjusted for net investment in marketable securities and term deposits.



Slight increase
in
between 4.5
and 6.5% *.



Solid increase
in
between
8 and 10%.



on par with previous year's
level.



Significant decrease in
on par with previous year's level.


*Without the effect of the provision for the ongoing antitrust proceedings amounting to approx. € 1.4 billion, the target range for the EBIT margin of 6-8% has not changed.



Improvement in sales performance and optimisation of customer interface.

Intelligent product variation with focus on customer benefit and significant cost reduction.

Accelerate Idea-to-Offer Process; optimisation of processes and organisational structure.

- 
- Full commitment to its goal of leading the transformation of the industry.
 - Continued strive for sustained high profitability as the foundation of its Strategy NUMBER ONE > NEXT.
 - Leverage of opportunities in the global premium markets.
 - Flexibility to deal with a challenging and volatile environment.