

Media Information  
12 September 2017

- Check against delivery -

## **Statements**

**Harald Krüger**

**Chairman of the Board of Management of BMW AG**

**Klaus Fröhlich**

**Member of the Board of Management of BMW AG,  
Development**

**Dr. Nicolas Peter**

**Member of the Board of Management of BMW AG, Finance**

**Dr. Ian Robertson**

**Member of the Board of Management of BMW AG,  
Sales and Brand BMW, Aftersales BMW Group**

**Peter Schwarzenbauer**

**Member of the Board of Management of BMW AG,  
MINI, Rolls-Royce, BMW Motorrad, Customer Experience and  
Digital Business Innovation BMW Group**

**BMW Group Analyst and Investor Event**

**International Motor Show IAA 2017**

**Frankfurt, 12 September 2017, 7:30 – 8:30 p.m. (CET)**

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Dr. Nicolas Peter, Member of the Board of Management of BMW AG, Finance

Ladies and Gentlemen,

You have known the BMW Group for a long time. And you know: We always deliver on our promises. We turn vision and planning into facts and reality.

At this year's IAA, we are once again underlining our true commitment to e-mobility. Let me say a few words about where we are going.

We call the driving forces of future mobility ACES: Automated, Connected, Electrified, and Services – specifically, mobility services.

We are already delivering solutions that will secure our position as the leading provider of premium mobility.

The BMW Group is becoming a tech company – even faster and more agile. We are in an excellent position to move forward. And we are not going alone.

Strong partners are key, especially when it comes to enabling, rather than differentiation. Major players such as Intel, Mobileye, Delphi and Continental have joined forces with us to shape the future of automated driving. Our test fleet is now on the roads in Germany, Israel and the US – making daily test drives.

We believe that emission-free and connected mobility is the key to our future success. We take our responsibility to our customers, our employees, and the environment seriously.

We are currently gearing all BMW Group plants, brands and model series towards e-mobility. We are investing heavily in flexible architectures and a flexible production

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network that allow us to respond quickly and efficiently to market demand. It is an investment in the future of the BMW Group.

We already offer our customers eight plug-in hybrid cars as well as the fully electric BMW i3. The BMW Group is market leader in premium plug-in hybrids. By the end of this year, we will have delivered a total of 200,000 electrified vehicles since 2013.

Ladies and Gentlemen,

We are now entering the next phase in the implementation of our Strategy Number ONE > NEXT. This year marks the launch of the largest product offensive in our company's history.

Electrification and autonomous driving are our top priorities. Launched this year, our BMW 5 Series and MINI Countryman plug-in hybrids are in high demand.

With the BMW X7, the new BMW M5 and the Rolls-Royce Phantom we will bring highly profitable cars to the market.

We always maintain the balance of future investments on the one hand and a strong performance of our current operational business on the other. As we develop a wide range of future technologies, we will maintain a focused approach. Sustainable growth and profitability play a key role in shaping our future. For seven consecutive years, our EBIT margin in the Automotive Segment has remained within our target range of 8-10 percent. And we aim to achieve this target in the years ahead.

With new models and a strong focus on business efficiency, we will further strengthen our performance in all segments. Our product offensive will give us further momentum in the next years.

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We will be increasing the share of electrified models across all brands and model series. At the same time, we are expanding our traditional drivetrain model range. We will further streamline our product portfolio to the demand of our customers. We are reducing complexity – also in our structures and processes.

Ladies and Gentlemen,

Remaining constantly within our profitability target range and parallel to that, driving the innovations in our industry, is what sets the BMW Group apart. Our customers, shareholders and investors have a lot of trust in us – and high expectations. We set ourselves ambitious goals and are fully committed to achieving our targets.

Due to our financial strength, our company is robust and able to act quickly in a dynamic business environment. It gives us the leverage we need to shape our own future. We capitalize on this flexibility to set new standards in our industry – whether it is in e-mobility, automated driving, or digitalization.

Dr. Ian Robertson, Member of the Board of Management of BMW AG, Sales and Brand BMW, Aftersales BMW Group

Good morning! What a great day to go for a drive in the **new BMW i3** – it's quick, it's quiet, with an elegant design! And of course, zero local emissions.

Four years ago, we launched the BMW i3 right here in Frankfurt: A pioneering car, way ahead of the game with its many ground-breaking technologies.

Today, it is recognized the world over as a symbol of innovative driving pleasure, sustainability and intelligent connectivity in the urban environment. That's why it has become the best-selling electric car in the premium compact segment, worldwide.

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The BMW i3 has now been further improved with sharper, more refined styling and new digital services, including help with finding a parking space.

Now for the very first time, I'm delighted to present the new model variant, the **BMW i3s**.

The BMW i3s serves the needs of customers who are looking for a fully-electric vehicle with a more dynamic drive, and look. I think it looks fantastic!

Both of these vehicles provide a premium, all-electric driving experience. And that, ladies and gentlemen, is how we see the future of urban mobility: emission free, hassle-free and connected.

The BMW i3 has played an important pioneering role at the BMW Group. Its eDrive technology is taking the BMW Group into the next era of mobility. We've transferred the technology to other core models right across our portfolio, and today, customers can choose between nine electrified cars and one motorcycle.

To tell you more about MINI and Motorrad, I'd like to hand over to Peter Schwarzenbauer.

Peter Schwarzenbauer, Member of the Board of Management of BMW AG, MINI, Rolls-Royce, BMW Motorrad, Customer Experience and Digital Business Innovation BMW Group

Our company is a pioneer in e-mobility. Already in 1972, it was an electric BMW that accompanied Olympic marathon runners on their route through the city of Munich. And, in 2008, the MINI E test fleet began a new chapter in modern electro-mobility. Customers worldwide clocked up more than 16 million kilometres on electric power only. This formed the basis for developing the BMW i3.

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Now we have come full circle. Since summer, MINI has offered the Countryman as a plug-in hybrid. Customer response has been tremendous. That doesn't surprise me: MINI has always been at home in the urban setting.

The brand was destined for electrification.

Ladies and gentlemen: the **MINI Electric Concept!**

A preview of our first series-production all-electric MINI! Many customers are eagerly awaiting its release in 2019. Typical MINI, it combines sustainable mobility with maximum emotion! I'm really looking forward to it!

**BMW Motorrad** – our fourth brand – also has a fast-growing fan-base. We have had emission-free motorcycles for quite some time. And we have seen a strong increase in demand for the **C evolution** since we improved its range and performance. In Paris, for example, you see it on the roads everywhere.

Our **Concept Link** combines two fundamental needs of our modern society: Mobility and communication. This scooter is fully integrated into the digital world. Drivers and their surroundings – and even their clothing – are connected.

Digitalisation and e-mobility are the key technologies everybody is talking about. Both of these are top priority for us. My colleague, Klaus Fröhlich, will now explain to you our plans for e-mobility at BMW.

Klaus Fröhlich Member of the Board of Management of BMW AG, Development

Ladies and Gentlemen!

It has already been ten years since we started out on the road to sustainable mobility. With EfficientDynamics, we really began improving fuel economy – to achieve more driving pleasure with lower emissions.

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And then we created **BMW i**: Our innovation hub and think-tank.

With the BMW i3 and i8, we already showed back in 2013 what an electrified future looks like. BMW i was, and still is, the original!

Since 2015, with our flexible architectures, we have been able to build vehicles with a combustion engine or as plug-in hybrids. We will sell more than 100,000 electrified vehicles this year alone – which makes us one of the largest providers of electrified vehicles worldwide.

And now we are starting the second stage of our strategy. We are now enabling our architectures to build all models with any type of drive train – combustion engine, plug-in hybrid or battery – from 2020 – in order to react quickly to customer demand.

We are using scalable and modular electric powertrains. This gives us flexibility, efficiencies of scale and helps us to reduce costs in development and production. With the fifth generation of our e-drivetrains, we will achieve high performance and extensive range with much less weight. These will be integrated into our two enhanced flexible vehicle architectures, which are suitable for all drivetrains.

So we are completely flexible in how we respond to our customers' needs. Therefore, we do not need solitary vehicle concepts anymore. Electromobility is the “new normal” for us. This clearly distinguishes us from competitors.

I am confident that we will be at the forefront of e-mobility, leading established and new competitors. You have just seen some of our new products today:

The electric MINI, the new BMW i3 and the BMW i3s.

We have also announced the fully electric X3 and the BMW iNEXT.

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And we have even more! This is the **BMW i Vision Dynamics!**

- It is fully electric.
- And accelerates from zero to a hundred in four seconds.
- With a top speed of over 200 km/h.
- And a range of 600 kilometres.

All of this shows once again: Sheer driving pleasure and e-mobility are the perfect fit.  
Electro-mobility has reached the heart of our brand.

Ladies and Gentlemen,

We are going for the lead!

That's why the BMW i Vision Dynamics stands for even more. It represents our  
growth strategy in electro-mobility. It provides a glimpse into our future: A four-door  
Gran Coupé positioned between the i3 and the i8. Its design is inspired by the BMW  
Vision NEXT 100 from our centenary year.

And you will see: it only takes us a few years to turn visions into reality. I can promise  
you, the BMW i Vision Dynamics will go into series-production.

That belongs to our tradition. Think of the BMW Vision EfficientDynamics.

Within just a few years, it became the BMW i8. Today, the i8 is most desirable plug-in  
hybrid sports car in the world.



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You see: We deliver on our promises! And I am confident that in e-mobility, we will also be the leading provider of premium vehicles.

And now to Harald Krüger.

Harald Krüger, Chairman of the Board of Management of BMW AG

Ladies and Gentlemen,

Here you see our electrified fleet! We made the switch early. Now, we are stepping up the pace:

**25 electrified models in 2025 – 12 of them fully electric!**

I am fully committed to this!