STRATEGY NUMBER ONE NEXT.

We are Number ONE.
We inspire people on the move: We shape tomorrow’s individual premium mobility.
ACES ARE A CORE ELEMENT OF STRATEGY NUMBER ONE > NEXT.
BMW GROUP’S ELECTRIFICATION PATHWAY.

I. PIONEERING

– Building-up expertise
– Technology innovation
– Project i

II. ELECTRIFICATION OF CORE PORTFOLIO

– Roll-out BMW i Performance
– Upgrade BMW i3
– LCI BMW i3, new BMW i3s
– MINI Electric (PHEV)
– MINI BEV
– BMW iX3

– BMW iNEXT
– BMW iVision Dynamics/ BMW i4

III. SCALABILITY AND FLEXIBILITY
OUR FUTURE IS ELECTRIC.
AMBITIOUS TARGETS FOR SALES OF ELECTRIFIED VEHICLES.

Electrified vehicles = Battery electric vehicles & Plug-in Hybrid vehicles

BY THE END OF 2019 ON THE ROAD

YTD-04/2019
36,697 ELECTRIFIED VEHICLES SOLD
OUR CLEAR ROADMAP:
AT LEAST 25 ELECTRIFIED MODELS BY 2025, INCLUDING AT LEAST 12 FULLY ELECTRIC CARS.

Plug-in hybrid
BMW Group Investor Presentation, June 2019
MINI ELECTRIC CONCEPT.
MINI COUNTRYMAN PLUG-IN HYBRID.
THE BMW CONCEPT iX3. ELECTRIC MOBILITY ARRIVES AT THE CORE OF BMW.
THE BMW i VISION DYNAMICS WILL BE BUILT AS I4 IN MUNICH. A NEW FORM OF ELECTRIFYING DRIVING PLEASURE.
THE BMW VISION iNEXT. FUTURE FOCUSED.
iNEXT – THE BUILDING BLOCKS FOR THE FUTURE.
BMW i. FROM “BORN ELECTRIC” TO “ONE PLATFORM SERVES ALL”. FLEXIBLE VEHICLE ARCHITECTURE TO ENSURE QUICK RESPONSE TO DEMAND.

2013
“Born electric”

FROM 2021 ON

One platform fits all powertrain derivatives…

- Combustion engine
- Plug-In-Hybrid
- Pure electric
WHAT WILL DRIVE THE ACCEPTANCE AND THE PROFITABILITY OF E-MOBILITY GOING FORWARD…

**ACCEPTANCE OF EVs**
- Regulation favors E-Mobility with purchasing or tax incentives or non cash benefits like parking, commuter lanes,..
- Smart and Efficient, Increase of charging points
- Optimization of the Charging Infrastructure
- Cost Reduction due to technological advancement, supplier consolidation and manufacturing efficiency
- Driving Range Extension with new storage topologies and motor configurations. An improved drive range would lead to higher usability and easier adoption.

**PROFITABILITY OF EVs**
- Improvement in Production Efficiency due to flexible architecture and less complexity
- Decrease in Battery Costs due to new innovations and scalability
- Material Costs Reduction due to higher supply and higher volume
- Increase in volume/sales due to BMW i/iPerformance Rollout with 25 electrified models by 2025
- Utilization of the pricing potential of BEV/PHEVs
- Time Outlook

BMW Group Investor Presentation, June 2019
THE DEVELOPMENT OF TODAY’S ASSISTED FUNCTIONS TO FULL AUTOMATION EQUALS A TECHNOLOGICAL QUANTUM LEAP.

Levels according to SAE (Society of Automotive Engineers) J3016
THE NEW BMW 5 SERIES DRIVER ASSISTANCE SYSTEMS PROVIDE COMFORT AND SAFETY AT THE HIGHEST LEVEL.
AUTOMATED DRIVING AT THE BMW GROUP.
AUTONOMOUS DRIVING REQUIRES TO COOPERATE WITH LEADING COMPANIES WITHIN THE TECH INDUSTRY.

- Sensors: camera, radar, LIDAR
- Object fusion
- Road model
- Driving strategy/planning

COOPERATION

AUTONOMOUS DRIVING

- Sensors: camera, radar, LIDAR
- Object fusion
- Road model
- Driving strategy/planning

OEMs

HD-MAP

- Centimeter precision
- Real-time capable
- Highly available and reliable

5G AUTOMOTIVE ASSOCIATION

- Ultra low latency
- Ultra high reliability
- Ultra high data rates

TEST FIELDS

- Worldwide regulation
- Unified homologation
- Safe and secure development

AUTORITIES AND ASSOCIATIONS

BMW Group Investor Presentation, June 2019
AUTONOMOUS DRIVING. BMW GROUP’S TRANSFORMATION INTO A TECH COMPANY.

**NEW AUTONOMOUS DRIVING CAMPUS**
- Next steps towards fully-automated driving, from software development to road testing.
- Agile teams, short distances and short decision-making processes.
- Room for 1,800 employees.

**NEW DRIVING SIMULATION CENTER**
- World’s most advanced facility of its kind for the simulation of real-world driving situations.
- Construction completion in 2020.
BMW GROUP AND DAIMLER AG ARE JOINING FORCES – OUR CURRENT OFFERINGS SUPPLEMENT EACH OTHER PERFECTLY TO ENSURE PERSONAL FREEDOM FOR OUR CUSTOMERS.
A STRONG PRODUCT MOMENTUM AND THE MIX IMPROVEMENT WILL FOSTER GROWTH AND PROFITABILITY.

BMW i8 Roadster  
BMW 8 Series  
BMW Z4  
Rolls Royce Cullinan  
BMW 3 Series  

MINI BEV*  
BMW X2  
BMW X5  
BMW X6**  
BMW X7  

*MINI Battery Electric Vehicle Concept  
**New generation launching soon
MODEL OFFENSIVE.
STRONG GROWTH IN THE X FAMILY.
THE BMW Z4.
FREEDOM ON FOUR WHEELS.
THE NEW BMW 3 SERIES SEDAN. SPORTY DRIVING PLEASURE, NEW DESIGN LANGUAGE, AND TRAILBLAZING DRIVER ASSISTANCE TECHNOLOGY.
THE BMW X7.
FUSION OF DRIVING PLEASURE AND LUXURY.
BMW 8 SERIES COUPÉ & CONVERTIBLE.
THE PINNACLE OF SPORTS PERFORMANCE AND EXCLUSIVITY.
THE NEW ROLLS-ROYCE CULLINAN – EFFORTLESS EVERYWHERE. LUXURY, PERFORMANCE AND USABILITY NOT SEEN BEFORE IN THE SUV MARKET.
GLOBAL ANNUAL PREMIUM SEGMENT SALES ARE EXPECTED TO GROW AT A CAGR OF 1.8% TO 11.8 MN UNITS BY 2031.

<table>
<thead>
<tr>
<th>Region (‘000 units)</th>
<th>2019</th>
<th>2031</th>
<th>Chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>9,481,097</td>
<td>11,799,772</td>
<td>24%</td>
</tr>
<tr>
<td>Rest of World</td>
<td>643,713</td>
<td>941,190</td>
<td>46%</td>
</tr>
<tr>
<td>BRIKT*</td>
<td>474,959</td>
<td>755,093</td>
<td>59%</td>
</tr>
<tr>
<td>China (Mainland)</td>
<td>2,850,767</td>
<td>4,280,993</td>
<td>50%</td>
</tr>
<tr>
<td>Japan</td>
<td>305,347</td>
<td>248,373</td>
<td>-19%</td>
</tr>
<tr>
<td>North America</td>
<td>2,102,166</td>
<td>2,379,297</td>
<td>13%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>3,104,145</td>
<td>3,194,826</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: Global Insight 01/2019

*BRIKT refers to Brazil, Russia, India, South Korea and Turkey
PREMIUM SEGMENT SHARE OF TOTAL MARKET 2019.

World Average: 10.0%

Germany: 27%
United Kingdom: 25%
Spain: 13%
South Korea: 11%
Italy: 12%
USA: 11%
South Africa: 10%
Canada: 11%
Australia: 9%
China: 10%
France: 10%
Russia: 7%
Turkey: 7%
Japan: 6%

Source: Global Insight 01/2019
BMW GROUP SALES AT LAST YEAR’S HIGH LEVEL THROUGH APRIL 2019.

<table>
<thead>
<tr>
<th>BMW GROUP</th>
<th>Sales figures</th>
<th>YTD 04/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>801,520</td>
<td>+0.2%</td>
</tr>
<tr>
<td></td>
<td>690,469</td>
<td>+0.8%</td>
</tr>
<tr>
<td>MINI</td>
<td>109,443</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Rolls-Royce</td>
<td>1,608</td>
<td>+47.3%</td>
</tr>
<tr>
<td>Motorrad</td>
<td>57,014</td>
<td>+7.7%</td>
</tr>
</tbody>
</table>
BMW GROUP AUTOMOTIVE: BALANCED SALES DISTRIBUTION AND YTD-04/2019 AT LAST YEAR'S HIGH LEVEL WITH A TOTAL OF 801,520 VEHICLES (+0.2%).

- Americas: 139,444 units (-2.1%)
- Europe: 351,969 units (44%)
- Mainland China: 227,603 units (28%)
- Asia (w/o China) & Rest of World*: 82,504 units (-17.6%)

Sales figures YTD-04/2019. Figures may not add to 100% due to rounding. *includes Rolls Royce sales figures.
### BMW GROUP AUTOMOTIVE MAJOR MARKETS. DELIVERIES TO CUSTOMERS YTD-04/2019.

<table>
<thead>
<tr>
<th>Deliveries of automobiles</th>
<th>YTD-04/2019</th>
<th>YTD-04/2018</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>351,969</td>
<td>353,972</td>
<td>-0.6</td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>103,094</td>
<td>102,744</td>
<td>+0.3</td>
</tr>
<tr>
<td>Great Britain</td>
<td>74,410</td>
<td>73,068</td>
<td>+1.8</td>
</tr>
<tr>
<td>Americas</td>
<td>139,444</td>
<td>142,454</td>
<td>-2.1</td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>109,230</td>
<td>111,581</td>
<td>-2.1</td>
</tr>
<tr>
<td>Asia</td>
<td>291,482</td>
<td>282,393</td>
<td>+3.2</td>
</tr>
<tr>
<td>Thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China Mainland</td>
<td>227,603</td>
<td>203,010</td>
<td>+12.1</td>
</tr>
<tr>
<td>thereof BBA retail sales</td>
<td>173,244</td>
<td>143,708</td>
<td>+20.1</td>
</tr>
<tr>
<td>Rest of the World*</td>
<td>18,625</td>
<td>20,718</td>
<td>-10.1</td>
</tr>
<tr>
<td>Total</td>
<td>801,520</td>
<td>799,537</td>
<td>+0.2</td>
</tr>
</tbody>
</table>

*includes Rolls Royce sales figures
BMW AND MINI RETAIL SALES DEVELOPMENT IN MAINLAND CHINA YTD-04/2019.

Share of JV Sales (through BMW Brilliance Automotive)

<table>
<thead>
<tr>
<th>Year</th>
<th>Import</th>
<th>JV Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>51.6</td>
<td>53.7</td>
</tr>
<tr>
<td>2008</td>
<td>65.8</td>
<td>53.7</td>
</tr>
<tr>
<td>2009</td>
<td>90.5</td>
<td>46.8</td>
</tr>
<tr>
<td>2010</td>
<td>115.3</td>
<td>63.2</td>
</tr>
<tr>
<td>2011</td>
<td>138.2</td>
<td>192.2</td>
</tr>
<tr>
<td>2012</td>
<td>185.3</td>
<td>198.5</td>
</tr>
<tr>
<td>2013</td>
<td>180.1</td>
<td>275.9</td>
</tr>
<tr>
<td>2014</td>
<td>181.7</td>
<td>282.0</td>
</tr>
<tr>
<td>2015</td>
<td>200.2</td>
<td>316.2</td>
</tr>
<tr>
<td>2016</td>
<td>210.3</td>
<td>384.1</td>
</tr>
<tr>
<td>2017</td>
<td>180.4</td>
<td>459.6</td>
</tr>
<tr>
<td>2018</td>
<td>143.7</td>
<td>516.4</td>
</tr>
<tr>
<td>YTD-2018</td>
<td>203.0</td>
<td></td>
</tr>
<tr>
<td>YTD-2019</td>
<td>227.6</td>
<td></td>
</tr>
</tbody>
</table>

Sales figures YTD-04/2019. Figures may not add to 100% due to rounding.
GROWTH IN CHINA DESPITE MARKET NORMALIZATION.
GROWTH OF DEALER NETWORK AND FURTHER LOCALIZATION.

BMW and MINI outlets in China
(as of 31 December 2018)

<table>
<thead>
<tr>
<th>Outlet</th>
<th>BMW</th>
<th>MINI</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>112</td>
<td>27</td>
</tr>
<tr>
<td>East</td>
<td>118</td>
<td>30</td>
</tr>
<tr>
<td>Southeast</td>
<td>100</td>
<td>19</td>
</tr>
<tr>
<td>West</td>
<td>149</td>
<td>32</td>
</tr>
<tr>
<td>South</td>
<td>146</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>625</td>
<td>134</td>
</tr>
</tbody>
</table>

6 MODELS IN LOCAL PRODUCTION & MORE TO COME

- 5 SERIES
- 3 SERIES
- 2 SERIES ACTIVE TOURER
- 1 SERIES SEDAN
- X2 START IN 2019
- NEW MODEL
AUTOMOBILE PRODUCTION BY PLANT IN 2018.

BMW 3, 4 series
BMW 3, 4, 5, 6, 7, 8 series
BMW 1, 2, 3, 4 series, X1, X2
BMW 1, 2 series, i3, i8
BMW 3 series, X3***
BMW X3, X4, X5, X6, X7
BMW 5 series, X3
BMW 1, 2, 3 series, X1
MINI Hatch, MINI Clubman
MINI Hatch, MINI Cabrio, MINI, Countryman, BMW X1
Rolls-Royce

Munich, Germany
Dingolfing, Germany
Regensburg, Germany
Leipzig, Germany
Rosslyn, South Africa
Spartanburg, USA
Dadong, China*
Tiexi, China*
Oxford, UK
Graz, Austria (Magna Steyr)**
Born, Netherlands (VDL Nedcar)**
Goodwood, UK
Assembly plants

Sum

157,799
328,862
319,592
244,248
50,224
356,749
191,888
299,939
234,501
64,431
211,660
4,353
77,288

*Joint venture BMW Brilliance Automotive Ltd., Shenyang
**Contract production
***X3 production as of 04/2018

BMW Group Investor Presentation, June 2019

Page 33
BMW MOTORRAD.
WIDER RANGE THAN EVER BEFORE.

<table>
<thead>
<tr>
<th>ADVENTURE</th>
<th>TOUR</th>
<th>SPORT</th>
<th>ROADSTER</th>
<th>HERITAGE</th>
<th>URBAN MOBILITY</th>
</tr>
</thead>
</table>

- **Adventure**
- **Tour**
- **Sport**
- **Roadster**
- **Heritage**
- **Urban Mobility**
BMW GROUP FINANCIAL SERVICES AT A GLANCE.

Global Presence as of 12/2018

- Global Operations in 60 Countries
- ~ 4.9 Million Serviced Retail Contracts

Business Lines as of 12/2018

- Retail Finance: €96.1 bn
- Dealer Finance: €20.4 bn
- Fleet Business: €13.0 bn
- Multi Make Financing: €6.6 bn
- Insurance: 3.9 mn contracts
- Banking: €10.5 bn
SIGNIFICANT CONTRIBUTION OF FINANCIAL SERVICES TO BMW GROUP PROFIT.

Earnings before Tax (EBT) Financial Services
[in mn €]

1) FY-08 EBT includes a negative effect of EUR 1,057 million from additional credit and residual value risk provisions.
2) FY-10 EBT includes a positive effect of EUR 122 million from better than expected off-lease business.
3) FY-11 EBT includes a positive effect of EUR 439 million from adjustment of residual value and credit risk provisions and a better than expected off-lease business.
4) FY-12 EBT includes a positive effect of EUR 124 million from better than expected off-lease business.
BMW GROUP FINANCIAL SERVICES.
SOLID DEVELOPMENT OF CREDIT LOSS RATIO.

Credit loss ratio*
[in %]

* Definition Credit Loss Ratio: credit losses in relation to the average serviced portfolio. Credit losses: all write offs, meaning the lost receivable including accumulated interest and other costs less utilized collateral. Income related to the recovery process after write off is also taken into consideration.
BMW GROUP FINANCIAL YEAR 2018.
KEY FINANCIALS UNDERLINE BMW GROUP’S STRONG OPERATING PERFORMANCE.

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>FY-2018 reported</th>
<th>FY-2017 adjusted*</th>
<th>FY-2017 reported</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax – Group (in m€)</td>
<td>9,815</td>
<td>10,675</td>
<td>10,655</td>
<td>-8.1</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>10.1</td>
<td>10.9</td>
<td>10.8</td>
<td>-0.8 pp</td>
</tr>
<tr>
<td>Payout Ratio (in %) – Group</td>
<td>32.0</td>
<td>30.3</td>
<td>30.3</td>
<td>+1.7 pp</td>
</tr>
</tbody>
</table>

**Automotive Segment**

| Automotive sales (units) | 2,490,664 | 2,463,526 | 2,463,526 | +1.1 |
| Earnings before interest and tax (EBIT) (in m€) | 6,182 | 7,888 | 7,863 | -21.6 |
| EBIT margin (in %) | 7.2 | 9.2 | 8.9 | -2.0 pp |
| Net financial assets (m€)* | 19,488 | 19,787 | 19,787 | -1.5 |

**Motorcycles Segment**

| Sales (units) | 165,566 | 164,153 | 164,153 | +0.01 |
| Earnings before interest and tax (EBIT) (in m€) | 175 | 207 | 207 | -15.5 |
| EBIT margin (in %) | 8.1 | 9.1 | 9.1 | -1.0 pp |

**Financial Services**

| Earnings before tax (EBT) (in m€) | 2,161 | 2,207 | 2,207 | -2.1 |
| Return on Equity (in %) | 14.8 | 18.1 | 18.1 | -3.3 pp |
| Penetration rate (in %) | 50.0 | 46.8 | 46.8 | +3.2 pp |
| Credit loss ratio (in %) | 0.25 | 0.34 | 0.34 | -0.09 pp |

*restated according to new IFRS-15-Standard
BMW GROUP Q1-2019. THE PROVISION RECOGNITION*, HIGH VOLATILITY AND COMPETITIVE MARKETS AS WELL AS INVESTMENTS IN FUTURE IMPACTED Q1-2019 RESULT.

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>Q1-2019 reported</th>
<th>Q1-2018 adjusted**</th>
<th>Q1-2018 reported</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax – Group (in m€)</td>
<td>762</td>
<td>3,139</td>
<td>3,165</td>
<td>-</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>3.4</td>
<td>13.8</td>
<td>13.9</td>
<td>-10.5 pp</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Automotive Segment</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive sales (units)</td>
<td>605,333</td>
<td>604,638</td>
<td>604,638</td>
<td>+0.1</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>-310</td>
<td>1.881</td>
<td>1.881</td>
<td>-</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>-1.6</td>
<td>9.7</td>
<td>9.7</td>
<td>-11.3 pp</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motorcycles Segment</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)</td>
<td>38,606</td>
<td>35,858</td>
<td>35,858</td>
<td>+7.7</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>89</td>
<td>77</td>
<td>77</td>
<td>+15.6</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>15.2</td>
<td>14.7</td>
<td>14.7</td>
<td>+0.5 pp</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Services</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax (EBT) (in m€)</td>
<td>627</td>
<td>553</td>
<td>561</td>
<td>+13.4</td>
</tr>
</tbody>
</table>

*The BMW Group recognized a provision for the ongoing antitrust proceedings amounting to approx. € 1.4 billion.
**restated according to new IFRS-16-Standard
AUTOMOTIVE SEGMENT EBIT MARGIN.
CORE BUSINESS REMAINS ON TRACK FOR SUCCESS.

EBIT margin
[in %]

* 2013 figures have been adjusted in accordance with IAS 8
** adjusted value for 2017 in accordance with IFRS 15
FREE CASH FLOW IN AUTOMOTIVE SEGMENT REMAINS STRONG, DESPITE SIGNIFICANTLY HIGHER INVESTMENTS.

Free Cash Flow (Automotive)*
[in m€]

FY-Target:
> 3 billion

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1,156</td>
</tr>
<tr>
<td>2007</td>
<td>2,277</td>
</tr>
<tr>
<td>2008</td>
<td>197</td>
</tr>
<tr>
<td>2009*</td>
<td>1,456</td>
</tr>
<tr>
<td>2010</td>
<td>4,471</td>
</tr>
<tr>
<td>2011*</td>
<td>3,166</td>
</tr>
<tr>
<td>2012</td>
<td>3,809</td>
</tr>
<tr>
<td>2013*</td>
<td>3,003</td>
</tr>
<tr>
<td>2014</td>
<td>3,481</td>
</tr>
<tr>
<td>2015</td>
<td>5,404</td>
</tr>
<tr>
<td>2016</td>
<td>5,792</td>
</tr>
<tr>
<td>2017</td>
<td>4,459</td>
</tr>
<tr>
<td>2018</td>
<td>2,713</td>
</tr>
</tbody>
</table>

* 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. 2009 – 2015 as reported, 2007 & 2008 calculated according to above definition from reported figures. No cash flow reporting on segment level in 2006.
** 2009, 2011, 2013 figures have been adjusted in accordance with IAS 8.
THE BMW GROUP IS COMMITTED TO PLAYING A KEY ROLE IN TOMORROW’S MOBILITY AND IS INVESTING SUBSTANTIAL AMOUNTS IN NEW TECHNOLOGIES.

R&D Expenditure*  R&D Ratio**
[in m€, HGB]       [in %, HGB]

Target ratio: 5%-5.5%

---

* R&D Expenditure: Research and development expenses plus capitalized research and development cost minus amortization of capitalized development costs.
** R&D Ratio: R&D expenditure divided by Group revenues.
*** 2013 figures have been adjusted in accordance with IAS 8.
TIGHT MANAGEMENT OF CAPITAL EXPENDITURE TO ACHIEVE TARGET RATIO.

BMW Group Capital Expenditure*  
[in m€]  

Capex Ratio**  
[in %]  

* Capital Expenditure: additions to property, plant and equipment and other intangible assets (definition has been changed in 2016).
** Capital expenditure ratio: Capital expenditure divided by Group revenues.
*** 2013 figures have been adjusted in accordance with IAS 8.
Important decisions already being implemented.

**Customer and Sales**
- Improvement in sales performance and optimization of customer interface based on data analytics.

**Vehicle**
- Complexity and product variety reduction while maintaining customer benefit.
- Accelerate the R&D process.

**Process and Structure**
- Optimization of indirect purchasing and material cost reduction.
- Cross-functional optimization of structures and processes.

**Cooperations**
- Project-based cooperations for opening up new opportunities.
- Joining forces with Daimler AG with the mobility services Joint Ventures and on automated driving.
OUTLOOK 2019.
SETTING HIGH STANDARDS IN CHALLENGING ENVIRONMENT.

**AUTOMOTIVE**

Slight increase in deliveries.

**EBIT-margin** between 4.5 and 6.5% *.

**MOTORCYCLES**

Solid increase in deliveries.

**EBIT-margin** between 8 and 10%.

**FINANCIAL SERVICES**

Return on Equity on par with previous year’s level.

**BMW GROUP**

Significant decrease in Group earnings before tax.

Size of workforce at year-end 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.*
BMW GROUP’S FINANCE STRATEGY COVERS THE ENTIRE AUTOMOTIVE VALUE CHAIN.

BMW GROUP CORPORATE FINANCE STRATEGY REFLECTS THE INDUSTRIAL NATURE OF THE BUSINESS AND IS FOCUSED ON THE ENTIRE AUTOMOTIVE VALUE CHAIN.
Diversified Funding Mix with a Combination of Industry and Bank Typical Financing Instruments.

BMW Group continues to target a well diversified debt structure.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>01.08.2019</td>
<td>Quarterly Report to 30 June 2019</td>
</tr>
<tr>
<td>06.11.2019</td>
<td>Quarterly Report to 30 September 2019</td>
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<tr>
<td>18.03.2020</td>
<td>Annual Accounts Press Conference</td>
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<td>19.03.2020</td>
<td>Analyst and Investor Conference</td>
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<tr>
<td>06.05.2020</td>
<td>Quarterly Report to 31 March 2020</td>
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<td>14.05.2020</td>
<td>Annual General Meeting</td>
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<td>Date</td>
<td>Event</td>
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<tr>
<td>05./06.06.2019</td>
<td>UniCredit Automotive Credit Conference</td>
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<td>05.06.2019</td>
<td>dbAccess Berlin Conference</td>
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<td>11.06.2019</td>
<td>J.P. Morgan Annual European Automotive Conference</td>
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<td>12./13.06.2019</td>
<td>IR Roadshow Paris</td>
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<tr>
<td>25.06.2019</td>
<td>BMW Capital Markets Day #NextGen (Focus on products and future mobility)</td>
</tr>
<tr>
<td>03./04.07.2019</td>
<td>BMW Capital Markets Day China</td>
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</tbody>
</table>
DISCLAIMER.

This document contains forward-looking statements that reflect BMW Group’s current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” ”can,” “could,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements.

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