BBA IS A JOINT-VENTURE OF BMW GROUP AND BRILLIANCE GROUP – A SINO-GERMAN COLLABORATION.

JOINT VENTURE CONTRACT EXTENSION UNTIL 2040.

BMW Group
BMW N.V. Holding, Netherlands

China Brilliance Auto.
China Brilliance Automotive, Hong Kong

AFC
BMW Automotive Finance (China) Co., Ltd.
42%

HIL
Herald International Financial Leasing Co., Ltd.
42%

LingYue
Digital Information Technology Co., Ltd.
100%
BBA IS FURTHER GROWING THE LOCAL PRODUCT PORTFOLIO AND OFFERING A HIGH DEGREE OF SUPPLY FLEXIBILITY: “THE POWER OF CHOICE”.

MADE IN SHENYANG AND PREPARED FOR THE WORLD.

First locally produced BEV in China for China and the World.
First model offering the “Power of Choice”.
BBA IS THE EPITOME OF A PROFITABLE AND SUCCESSFUL GROWTH STORY.

<table>
<thead>
<tr>
<th>NON-FINANCIAL FIGURES 2019.</th>
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<tbody>
<tr>
<td>Deliveries</td>
<td>545 kUnits</td>
</tr>
<tr>
<td></td>
<td>+ 17 %</td>
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<tr>
<td>Associates</td>
<td>19,841</td>
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<tr>
<td></td>
<td>+ 4.7 %</td>
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<tr>
<td>Indirect Jobs</td>
<td>&gt; 100,000</td>
</tr>
<tr>
<td>(throughout BBA’s value chain)</td>
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<table>
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<tr>
<th>FINANCIAL FIGURES 2019.</th>
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<tr>
<td>Profit before Tax</td>
<td>20 bn. CNY</td>
</tr>
<tr>
<td></td>
<td>+ 23 %</td>
</tr>
<tr>
<td>Revenue</td>
<td>169 bn. CNY</td>
</tr>
<tr>
<td></td>
<td>+ 22 %</td>
</tr>
<tr>
<td>Largest Taxpayer</td>
<td>(Shenyang)</td>
</tr>
<tr>
<td></td>
<td>since 2006</td>
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</table>
CAPABLE TO HANDLE ANY LIQUIDITY RISKS: BBA’S PROFESSIONAL FINANCE MANAGEMENT.

FULLY INTERNALLY FINANCED.
BBA’s investments and dividends are financed via own cash flow.

LIQUIDITY MANAGEMENT.
Successfully proven during COVID-19 Crisis.

VALUE CHAIN MANAGEMENT.
Managing >15 bn. CNY cash flow per month on average.
OUR SHAREHOLDER COMMITMENTS ARE ENSURING BBA’S FUTURE GROWTH IN CHINA.

R&D and HVB Extension  Plant Dadong Extension  Tiexi Greenfield

63 BN. CNY SINCE 2009 AND MORE THAN 25 BN. CNY IN THE NEXT YEARS.
MANAGING RAW MATERIAL VOLATILITY IS MORE CRUCIAL FOR OEM’S THAN EVER.

RAW MATERIAL PRICE VOLATILITY

E-MOBILITY COSTS DEPEND ON RAW MATERIAL PRICES.

TAking ACTIONS TO REDUCE THE RAW MATERIAL VOLATILITY.

COMPETENT PARTNERS TO SUPPORT THIS RISK MANAGEMENT IDEA.
BBA’S BUSINESS MODEL HAS PROVEN TO BE SUSTAINABLY SUCCESSFUL.

BMW Revenue Strength

State-of-the-Art Technology

Cost Advantages in Shenyang

Productivity Growth

Highest Quality Standards
BBA’S PRODUCTIVITY ON A CONTINUOUSLY HIGH LEVEL.

PRODUCTIVITY IMPROVEMENT IN AUTOMOTIVE SUPPLIER INDUSTRY.
(Source: Arthur D. Little)

PRODUCTIVITY IS ALSO THE NAME OF THE DIGITAL GAME.
HIGH-QUALITY DEVELOPMENT IS AT THE CORE OF BBA’S BUSINESS ATTITUDE.

DIRECTION.
Quality-orientation is a critical success factor for BBA.
Best quality is our customers expectation.
Our products are high quality products.

REQUIREMENTS.
Excellent quality products require extensive validation.
We need to know future regulatory premises right from the beginning.
Only stable and foreseeable regulations could reduce development costs and allow earlier implementation of innovations.

ASSURANCE.
We are listening to our customers.
We established a comprehensive and excellent quality management system.
Every BMW car represents high quality.

HIGH QUALITY PRODUCTS REQUIRE STABLE AND FORSEEABLE PREMISES.

ANOTHER SUCCESS FACTOR OF BBA: A BALANCED COOPERATION WITH ALL OUR STAKEHOLDERS.

BBA HAS BUILD UP WIN-WIN RELATIONSHIPS WITH ALL STAKEHOLDERS AT AN EARLY STAGE AND THIS APPROACH HAS BEEN IMPRESSIVELY PROVEN THROUGHOUT THE COVID-19 CRISIS.
IN A PERFECTLY BALANCED BUSINESS NETWORK
EVERY STAKEHOLDER IS A WINNER.

GOVERNMENTAL SUPPORT.

BBA received strong support from the City of Shenyang and the Government of Liaoning.

SOCIAL RESPONSIBILITY.

BBA contributes as a good Corporate Citizen and is investing into China’s Green, Sustainable Future.
WORKING CAPITAL MANAGEMENT IS ABOUT KEEPING THE VALUE CHAIN IN BALANCE.

BASIC PRINCIPLES.
A resilient business requires sufficient liquidity along the value chain.
A value chain is only as strong as its weakest link.

MANAGING CASH CHAIN.
Balancing the payment terms keeps the value chain stable and profitable.
EFFECTIVE WORKING CAPITAL MANAGEMENT ALSO REQUIRES PERMANENT RISK MANAGEMENT.

CREATING TRANSPARANCY OF POTENTIAL LIQUIDITY RISKS.

STRENGTHENING SUPPLY FLEXIBILITY THROUGH COMPETITION.
**BBA IS A WIN-WIN-MODEL**
AND WE WILL KEEP ON DRIVING.

**LONG-TERM BUSINESS POTENTIAL**
IN CHINA IS ENORMOUS AND REMAINS ENORMOUS.

**DEEP COMMITMENT TO BBA’S FUTURE**
REPRESENTED THROUGH THE JOINT VENTURE
CONTRACT EXTENSION UNTIL 2040.

**SHAREHOLDER STRUCTURE CHANGE**
AS GREAT MESSAGE FOR BMW INVESTORS
AND SHAREHOLDERS.