DYNAMIC STRATEGY.
AN ONGOING TASK.

POSITION.
WHAT do we stand for?

DIRECTION.
WHAT drives us?

STRATEGIC APPROACH.
WHERE do we want to go?

COOPERATION
HOW do we achieve our goals?
BMW GROUP STRATEGY.

WHAT do we stand for?
POSITION.
We take on business, environmental and societal challenges.

WHAT drives us?
DIRECTION
We offer inspiring premium products for individual mobility. Today and for future generations.

WHERE do we want to go?
STRATEGIC APPROACH.
We focus on our customers and fulfil their diverse needs worldwide.

HOW do we achieve our goals?
COOPERATION.
We deliver top performance. Each of us makes a contribution, based on our values.
POWER OF CHOICE.
OUR CUSTOMERS DECIDE WHAT IS RIGHT FOR THEIR NEEDS.

BMW X3. PETROL & DIESEL.

BMW X3 xDRIVE 30e.

BMW iX3.

VARIETY OF DRIVE TRAINS IN THE BMW X3.
BMW i. FROM “BORN ELECTRIC”. TO “ONE PLATFORM SERVES ALL”.

From 2013 “BORN ELECTRIC”.

From 2021 on.

ONE PLATFORM FITS ALL POWERTRAIN DERIVATIVES ...

COMBUSTION ENGINE.

PLUG-IN HYBRID.

PURE ELECTRIC.
OUR CLEAR ROADMAP.
AT LEAST 25 ELECTRIFIED MODELS BY 2023 INCLUDING AT LEAST 13 FULLY ELECTRIC CARS.

FULLY ELECTRIC.

BMW 3
60 Ah / 22 kWh

BMW X3 xDrive30e
BMW X5
BMW 3, BMW 3s
94 Ah / 33 kWh

BMW i3, BMW i3s
94 Ah / 33 kWh

MINI Electric
BMW i3
60 Ah / 22 kWh

BMW i3, BMW i3s
120 Ah / 42 kWh

BMW i8 Coupe
BMW 225xe
BMW X5
xDrive45e

BMW 530e
BMW 330e, xDrive
BMW 740e, Le, Le xDrive
BMW 225xe

BMW X1 xDrive25e
BMW 745e, Le, Le xDrive
BMW 225xe

BMW i8 Roadster
BMW 330e
BMW X1 xDrive25e
BMW i3, BMW i3s
120 Ah / 42 kWh

BMW X1 xDrive25e
BMW 330e
BMW X1 xDrive25e
BMW iX3*

BMW iNEXT*
BMW i4*

BMW i7

PLUG-IN HYBRID.

BMW i8 Coupe
BMW X5 xDrive40e
BMW 740e, Le, Le xDrive
BMW X1 xDrive25e
BMW 225xe

BMW 530e
BMW i3, BMW i3s
120 Ah / 42 kWh

BMW 530e
BMW 330e, xDrive
BMW 745e, Le, Le xDrive
BMW 225xe

MINI Cooper S E Countryman ALL4
BMW X3 xDrive30e
BMW X5 xDrive45e

BMW X1 xDrive25e
BMW 330e, xDrive Touring
BMW X2 xDrive25e

BMW X1 xDrive25e
BMW 330e, xDrive Touring

BMW 530e, xDrive Touring

E-MOBILITY WITHOUT COMPROMISE.
BMW CONCEPT i4.

BMW i4 (2021).

UP TO 600 KM RANGE (BASED ON WLTP).

UP TO 530 HP.

5TH GENERATION BMW eDRIVE WITHOUT ANY RARE EARTHS.

BUILT IN MUNICH.
LEADING PROVIDER OF ELECTRIFIED CARS.
MORE THAN 146,000 UNITS SOLD IN 2019.

GLOBAL SALES. ELECTRIFIED CARS.

- 2014: 17,805
- 2015: 32,732
- 2016: 61,873
- 2017: 103,103
- 2018: 142,386
- 2019: 146,160

Global xEV (BEV + PHEV) SALES H1 2020:
61,652 (+3.4%)

ROADMAP.
EUROPEAN NEW VEHICLE FLEET.

- 2021: 25% ELECTRIFIED.
- 2025: 33% ELECTRIFIED.
- 2030: 50% ELECTRIFIED.

EUROPEAN SALES H1 2020.
11% INCREASE ON PREVIOUS YEAR.
11% ELECTRIFIED.
WHAT WILL DRIVE ACCEPTANCE AND PROFITABILITY OF E-MOBILITY GOING FORWARD.

**ACCEPTANCE OF EVs.**

- Regulation favors E-Mobility.
- Diverse Product offering covering different drivetrains, prices and segments.
- Driving Range Extension with new storage topologies and motor configurations.

**TIME OUTLOOK.**

**PROFITABILITY OF EVs.**

- Utilization of the pricing potential of BEV/PHEVs.
- Improvement in Production Efficiency.
- Increase in volume/sales due to BMW i and iPerformance Rollout.
- Decrease in Battery Costs due to new innovations and scalability.
- Material Costs Reduction due to higher supply and higher volume.

**TIME OUTLOOK.**

- Optimization of the Charging Infrastructure.
- Smart and Efficient, Increase of charging points.

**CHARGENOW ✔ IONITY**

BMW Group Investor Presentation, July 2020
SUSTAINABILITY.

HOLISTIC APPROACH.

SUSTAINABLE PRODUCTION.
- External electricity sourcing 100% renewable.
- CO2-emissions: -60% since 2006.

SUSTAINABILITY IN THE SUPPLY CHAIN.
- Direct sourcing of Cobalt/Lithium.
- No rare earth materials in electric motors (Gen5).

VEHICLE EMISSIONS.
- CO2-emissions EU-fleet: -50% by end of 2020 (vs. 1995).
- 12 electrified models on offer, >500,000 xEVs delivered to customers.

CONSISTENT RECYCLING.
- All vehicles 95% recyclable.
- Up to 20% of plastics in vehicles are made from recycled material.
SUSTAINABILITY IS FULLY INTEGRATED IN
THE BMW GROUP AND LEADS TO TOP RATINGS.

TOP RATINGS.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOW JONES SUSTAINABILITY INDICES.</td>
<td>The BMW Group is the only company in the automotive industry continuously listed on the index since the very beginning.</td>
</tr>
<tr>
<td>MSCI ESG.</td>
<td>BMW's A-rating remains unchanged since August, 2017.</td>
</tr>
<tr>
<td>CARBON DISCLOSURE PROJECT.</td>
<td>In 2019, the BMW Group was ranked in the category Leadership with a A- rating.</td>
</tr>
<tr>
<td>FTSE4GOOD.</td>
<td>Listed in the FTSE4Good Index.</td>
</tr>
<tr>
<td>ISS ESG.</td>
<td>Corporate ESG Performance: Prime.</td>
</tr>
<tr>
<td>SUSTAINALYTICS.</td>
<td>Overall ESG Score: Leader.</td>
</tr>
</tbody>
</table>

MILESTONES.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973</td>
<td>First environmental manager in the automotive industry.</td>
</tr>
<tr>
<td>2000</td>
<td>Executive Board resolution “Sustainability is a guiding principle of the BMW Group’s corporate strategy.”</td>
</tr>
<tr>
<td>2009</td>
<td>Establishment of Sustainability Circle and Board. Corporate sustainability is declared as corporate target.</td>
</tr>
<tr>
<td>TODAY</td>
<td>Sustainability is fully integrated across the whole value chain and part of divisional targets.</td>
</tr>
</tbody>
</table>
EFFICIENT DYNAMICS.
ACTIVE CLIMATE PROTECTION SINCE 2007.

SELECTED MILESTONES.

2007
AUTOMATIC START/STOP FUNCTION.

2007
FUTURE.

2010
HIGH-PRECISION INJECTION.

2013
BMW i3: FULLY ELECTRIC SERIES-PRODUCTION CAR.

2016
3\textsuperscript{rd} GENERATION AIR FLAP CONTROL IN BMW 7 SERIES.

2019
48 VOLT MILD HYBRID TECHNOLOGY.

2020
5\textsuperscript{th} GENERATION BMW eDRIVE TECHNOLOGY IN BMW iX3.
CO₂ COMPLIANCE.
WE WILL REACH OUR EU TARGETS FOR 2020 AND 2021.

CO₂-EMISSIONS.
New passenger cars [g CO₂ / km].
### BMW CONSIDERS THE TOTAL VALUE CHAIN OF BATTERY CELL. FROM CRADLE TO GRAVE.

#### RAW MATERIALS AND REFINING.
- Environmental and social standards.
- Raw material optimized for chemistry design.
- Use of recycled raw materials.
- Securing raw material supply.

#### CELL DESIGN AND PRODUCTION.
- Optimized performance/costs based on BMW Group application.
- Securing production capacity.
- Reduction CO₂ footprint.

#### BATTERY “2ND LIFE”.
- Cell/module/pack design.
- Application on BMW Group sites.
- Business Models to secure markets.

#### RECYCLING.
- Cell/module/pack design to foster recyclability.
- Development of recycling processes with ability to close material loops.
- Securing recycling capacities.
SYSTEM INTEGRATION.
MASTERING COMPLEXITY.

DESIGN.
SAFETY.
PRODUCING 11,000 CARS PER DAY.
4,500 SUPPLIER LOCATIONS.
THOUSANDS OF PARTS PER VEHICLE.
HIGH QUALITY AND PRECISION.
CUSTOMIZABLE.
FLEXIBLE FOR CUSTOMER DEMAND.
COMPETITIVE PRICING.
PROFITABLE.

MANAGING MILLIONS OF CUSTOMERS IN SALES, FINANCIAL SERVICES AND AFTERSALES.
4,800 DEALERS IN 160 COUNTRIES.
IN COMPLIANCE WITH REGULATION.
ELECTRIFIED AND EFFICIENT CONVENTIONAL ENGINES.
AUTOMATED DRIVING.
DIGITAL SERVICES AND INTERFACES.
ECO-FRIENDLY IN PRODUCTION AND OPERATION.
DIGITAL SOLUTIONS. INNOVATIVE AND EFFECTIVE USE CASES.

CAR.
REMOTE SERVICE UPGRADE.

PURCHASING.
RETRACEABILITY BY BLOCKCHAIN.

PRODUCTION.
ARTIFICIAL INTELLIGENCE APPLICATIONS.

FINANCIAL SERVICES.
100% DIGITAL PROCESSES.

QUANTUM COMPUTING RESEARCH.
MATERIALS SIMULATION. PROCESS OPTIMIZATION. MACHINE LEARNING.
**YOUR NOW JOINT VENTURE. THE "MOBILITY POWERHOUSE" WITH A SIGNIFICANT END CUSTOMER BASE AND COVERAGE WORLDWIDE.**

<table>
<thead>
<tr>
<th></th>
<th>CUSTOMERS** in millions</th>
<th>INTERACTIONS in millions</th>
<th>CITIES**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DAIMLER</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHARENOW</td>
<td>2.7</td>
<td>45.4</td>
<td>16</td>
</tr>
<tr>
<td>FREENOW</td>
<td>5.6</td>
<td>77.6</td>
<td>19</td>
</tr>
<tr>
<td>&amp; REACHNOW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BMW GROUP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FREENOW</td>
<td>2.7</td>
<td>45.4</td>
<td>16</td>
</tr>
<tr>
<td>&amp; REACHNOW</td>
<td>5.6</td>
<td>77.6</td>
<td>19</td>
</tr>
<tr>
<td>PARKNOW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&amp; CHARGENOW</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>GMV RR*** in billions € n/a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YTD</strong> Q1 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>98.0</td>
</tr>
<tr>
<td></td>
<td>148</td>
</tr>
</tbody>
</table>

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* for U.S. entity of PARK NOW, March 2020 figures estimated
** Partially, customer data summation w/o consideration of possible redundancies.
*** Due to current uncertain situation not applicable to estimate FY 2020 value.
THE ROAD TO AUTONOMOUS DRIVING.

200,000 TB OF DATA.
1,800 EXPERT DEVELOPERS.
23,000 m² IS THE AREA.
240,000,000 TEST KILOMETERS.

ON THE ROAD WITH AUTONOMOUS DRIVING. THE BMW PERSONAL COPILOT TECHNOLOGY.

INTELLIGENT DRIVING. INTELLIGENT PARKING. INTELLIGENT SAFETY.

BMW Group Investor Presentation, July 2020
THE BMW GROUP USES INDUSTRY & CROSS-INDUSTRY COOPERATION TO PREPARE ITSELF FOR FUTURE TECHNOLOGIES AND BUSINESS OPPORTUNITIES.

- ELECTRIFICATION AND CELL TECH
  - Partnerships with suppliers
  - Hydrogen & FuelCell

- AUTONOMOUS DRIVING
  - ANSYS
  - NAVINFO
  - FCA
  - Tencent
  - APTIV
  - SAMSUNG
  - Continental

- DIGITAL & MOBILITY SERVICES
  - Critical Techworks
  - YOUR NOW Joint Venture.
  - FREENOW
  - SHARENOW
  - CHARGENOW
  - PARKNOW
  - REACHNOW

* Partnerships with suppliers
VERY ATTRACTIVE AND FRESH LINE UP OF THE X FAMILY SUPPORTS GROWTH AND PRODUCT MIX.
PREMIUM SEGMENT SHARE OF TOTAL MARKET 2020.

Germany: 27%
United Kingdom: 26%
Spain: 14%
South Korea: 12%
Italy: 12%
USA: 12%
South Africa: 9%
Canada: 11%
Australia: 10%
China: 12%
France: 9%
Russia: 7%
Turkey: 8%
Japan: 5%

World Average: 10.8%.

Source: Global Insight 02/2020.
THE WORLD’S LEADING PREMIUM CAR COMPANY.
BMW, ROLLS-ROYCE AND BMW MOTORRAD POST NEW ALL-TIME HIGHS IN 2019.

2,185,793 +3.3%
175,162 +5.8%
347,474 -4.6%
5,100 +21.6%
BMW, ROLLS-ROYCE AND BMW MOTORRAD DELIVERIES IN H1 2020. DECREASE DUE TO CORONAVIRUS PANDEMIC.
BMW GROUP AUTOMOTIVE.
SIGNIFICANT DECREASE IN DELIVERIES IN H1 2020 DUE TO CORONAVIRUS PANDEMIC.

Sales figures H1 2020. Figures may not add to 100% due to rounding.
**includes Rolls Royce sales & rest of Asia

Delivery figures have been adjusted retrospectively going back to 2015. The basis for the adjustments is a change in the methodology used to collate data for the BMW Group’s most important markets (China, USA, Germany, UK, Italy and Japan). The retrospective adjustment enables better comparability.

**AMERICAS**
- 152,102 units, -16%
- 372,428 units, -30.5%

**EUROPE**
- 329,069 units, -32.3%

**MAINLAND CHINA**
- 108,976 units, -17.4%

**REST OF WORLD**
- 11%

BMW Group Investor Presentation, July 2020
## Deliveries to Customers H1 2020

<table>
<thead>
<tr>
<th>Region</th>
<th>H1 2020</th>
<th>H1 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>372,428</td>
<td>549,713</td>
<td>-32.3</td>
</tr>
<tr>
<td>thereof Germany</td>
<td>116,255</td>
<td>164,005</td>
<td>-29.1</td>
</tr>
<tr>
<td>thereof Great Britain/Ireland</td>
<td>65,705</td>
<td>123,649</td>
<td>-46.9</td>
</tr>
<tr>
<td>Americas</td>
<td>152,102</td>
<td>218,734</td>
<td>-30.5</td>
</tr>
<tr>
<td>thereof USA</td>
<td>120,937</td>
<td>171,319</td>
<td>-29.4</td>
</tr>
<tr>
<td>Asia</td>
<td>416,153</td>
<td>452,795</td>
<td>-8.1</td>
</tr>
<tr>
<td>thereof China Mainland</td>
<td>329,069</td>
<td>350,069</td>
<td>-6.0</td>
</tr>
<tr>
<td>thereof BBA retail sales</td>
<td>251,314</td>
<td>265,516</td>
<td>-5.3</td>
</tr>
<tr>
<td>Rest of the World**</td>
<td>21,892</td>
<td>29,228</td>
<td>-25.1</td>
</tr>
<tr>
<td>Total</td>
<td>962,575</td>
<td>1,250,470</td>
<td>-23.0</td>
</tr>
</tbody>
</table>

*Some delivery figures have been adjusted retrospectively going back to 2015. The basis for the adjustments is a change in the methodology used to collate data for the BMW Group’s most important markets (China, USA, Germany, UK, Italy and Japan). The retrospective adjustment enables better comparability.

**includes Rolls Royce sales
GROWTH IN CHINA DESPITE MARKET NORMALIZATION.

XEV SHARE IN CHINA

<table>
<thead>
<tr>
<th></th>
<th>FY-2019</th>
<th>FY-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>XEV Share</td>
<td>4.3%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

6 MODELS IN LOCAL PRODUCTION & MORE TO COME

- 5 SERIES
- X1
- 3 SERIES
- 1 SERIES SEDAN
- X3
- X2
- NEW MODEL

Share of JV Sales (through BMW Brilliance Automotive).

Year | Import | JV Sales | Total Sales | Growth
--- | --- | --- | --- | ---
2007 | 30.6 | 51.6 | 82.2 | +27.5%
2008 | 43.7 | 65.8 | 110.5 | +37.5%
2009 | 46.8 | 90.5 | 137.3 | +86.7%
2010 | 115.3 | 232.6 | 347.9 | +37.6%
2011 | 138.2 | 326.4 | 464.6 | +40.3%
2012 | 185.3 | 390.7 | 575.6 | +19.7%
2013 | 192.2 | 456.0 | 648.2 | +16.7%
2014 | 180.1 | 463.7 | 643.8 | +1.7%
2015 | 181.7 | 516.4 | 721.1 | +11.4%
2016 | 200.2 | 316.2 | 516.4 | +15.1%
2017 | 210.3 | 384.1 | 594.4 | +7.0%
2018 | 180.2 | 455.6 | 635.8 | +14.0%
2019 | 186.1 | 538.6 | 724.7 | +7.0%

Sales figures FY19. Figures may not add to 100% due to rounding.

[in m€]
AUTOMOBILE PRODUCTION IN 2019
BY PLANT.

- Munich, Germany: BMW 3, 4 series - 221,077
- Dingolfing, Germany: BMW 3, 4, 5, 6, 7, 8 series - 284,907
- Regensburg, Germany: BMW 1, 2, 3, 4 series, X1, X2 - 255,804
- Leipzig, Germany: BMW 1, 2 series, i3, i8 - 290,284
- Rosslyn, South Africa: BMW 3 series, X3 - 69,463
- Spartanburg, USA: BMW X3, X4, X5, X6, X7 - 411,620
- Dadong, China*: BMW 5 series, X3 - 286,268
- Tiexi, China*: BMW 1, 2, 3 series, X1, X2 - 250,241
- Oxford, UK: MINI Hatch, MINI Clubman - 222,340
- Graz, Austria (Magna Steyr)**: BMW 5 series - 52,231
- Born, Netherlands (VDL Nedcar)**: MINI Convertible, MINI Countryman, BMW X1 - 174,097
- Goodwood, UK: Rolls-Royce - 5,455
- Assembly plants: Sum - 2,564,025

*Joint venture BMW Brilliance Automotive Ltd., Shenyang
**Contract production
AUTOMOTIVE SEGMENT EBIT MARGIN.

EBIT margin. [in %]

8.0 11.8 10.8 9.4 9.6 9.2 8.9 9.2 7.2 4.9


* 2013 figures have been adjusted in accordance with IAS 8. ** Adjusted value for 2017 in accordance with IFRS 15.
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>
FINANCIAL SERVICES AT A GLANCE.
FY-2019.

Global operations in ~60 countries. 
~5.5 million serviced retail contracts.

**BUSINESS LINES** (PORTFOLIO SIZE).

- **CONSUMER FINANCE**
  - €104.0 BN.
- **DEALER FINANCE**
  - €21.2 BN.
- **MULTIMAKE FINANCE**
  - €6.8 BN.
- **FLEET BUSINESS**
  - €13.9 BN.
- **INSURANCE**
  - 4.0 MN CONTRACTS
- **BANKING**
  - €10.8 BN.

**AMERICAS**
- 26%

**EMEA**
- 36%

**APAC W/O CHINA**
- 8%

**CHINA**
- 12%

**EU BANK**
- 19%
SIGNIFICANT CONTRIBUTION OF FINANCIAL SERVICES TO BMW GROUP PROFIT.

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

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

Credit loss ratio.*
[in %]


0.41 0.46 0.59 0.84 0.67 0.49 0.48 0.46 0.50 0.37 0.32 0.34 0.25 0.26

* 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

## FY-2019 KEY FINANCIALS.

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>FY-2019</th>
<th>FY-2018*</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax (EBT) – Group (in m€)</td>
<td>7,118</td>
<td>9,627</td>
<td>-26.1</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>6.8</td>
<td>9.9</td>
<td>-3.1% points</td>
</tr>
<tr>
<td>Payout Ratio (in %) – Group</td>
<td>32.8</td>
<td>32.0</td>
<td>+0.8 % points</td>
</tr>
</tbody>
</table>

### Automotive Segment

| Sales (units) | 2,538,367  | 2,483,292  | +2.2 |
| Earnings before interest and tax (EBIT) (in m€) | 4,499  | 6,182  | -27.2 |
| EBIT margin (in %) | 4.9  | 7.2  | -2.3% points |
| Net financial assets (m€)* | 17,577  | 19,488  | -10.9 |

### Motorcycles Segment

| Sales (units) | 175,162  | 165,566  | +5.8 |
| Earnings before interest and tax (EBIT) (in m€) | 194  | 175  | +10.9 |
| EBIT margin (in %) | 8.2  | 8.1  | +0.1 % points |

### Financial Services

| Earnings before tax (EBT) (in m€) | 2,272  | 2,143  | +6.0 |
| Return on Equity (in %) | 15.0  | 14.8  | +0.2 % points |
| Penetration rate (in %) | 52.2  | 50.1  | +2.1 % points |
| Credit loss ratio (in %) | 0.26  | 0.25  | +0.01 % points |

*Prior year’s figures adjusted due to a change in accounting policy in connection with the adoption of IFRS 16; see note 6 to the Group Financial Statements. In addition, figures for the prior year have been adjusted due to changes in presentation of selected items, which are not material overall.
### BMW GROUP

**Q1-2020 KEY FINANCIALS.**

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>Q1-2020</th>
<th>Q1-2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax – Group (in m€)</td>
<td>798</td>
<td>762</td>
<td>4.7</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>3.4</td>
<td>3.4</td>
<td>0.0 % points</td>
</tr>
</tbody>
</table>

#### Automotive Segment

| Sales (units) | 477,111 | 600,614 | -20.6 |
| Earnings before interest and tax (EBIT) (in m€) | 229 | -310 | |
| EBIT margin (in %) | 1.3 | -1.6 | |

#### Motorcycles Segment

| Sales (units) | 34,774 | 38,606 | -9.9 |
| Earnings before interest and tax (EBIT) (in m€) | 72 | 89 | -19.1 |
| EBIT margin (in %) | 12.9 | 15.2 | -2.3% points |

#### Financial Services

| Earnings before tax (EBT) (in m€) | 484 | 627 | -22.8 |
THE BMW GROUP IS COMMITTED TO PLAYING A KEY ROLE IN TOMORROW’S MOBILITY.

R&D Expenditure.* [in m€, HGB]

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>3,208</td>
</tr>
<tr>
<td>2007</td>
<td>3,144</td>
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<tr>
<td>2008</td>
<td>2,864</td>
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<tr>
<td>2009</td>
<td>2,448</td>
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<tr>
<td>2010</td>
<td>2,773</td>
</tr>
<tr>
<td>2011</td>
<td>3,373</td>
</tr>
<tr>
<td>2012</td>
<td>3,952</td>
</tr>
<tr>
<td>2013***</td>
<td>4,792</td>
</tr>
<tr>
<td>2014</td>
<td>4,566</td>
</tr>
<tr>
<td>2015</td>
<td>5,169</td>
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<tr>
<td>2016</td>
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<td>2017</td>
<td>6,108</td>
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<tr>
<td>2018</td>
<td>6,890</td>
</tr>
<tr>
<td>2019</td>
<td>6,419</td>
</tr>
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</table>

R&D Ratio.** [in %, HGB]

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>6.5%</td>
</tr>
<tr>
<td>2007</td>
<td>5.6%</td>
</tr>
<tr>
<td>2008</td>
<td>5.4%</td>
</tr>
<tr>
<td>2009</td>
<td>4.8%</td>
</tr>
<tr>
<td>2010</td>
<td>4.6%</td>
</tr>
<tr>
<td>2011</td>
<td>4.9%</td>
</tr>
<tr>
<td>2012</td>
<td>5.1%</td>
</tr>
<tr>
<td>2013***</td>
<td>6.3%</td>
</tr>
<tr>
<td>2014</td>
<td>5.7%</td>
</tr>
<tr>
<td>2015</td>
<td>5.6%</td>
</tr>
<tr>
<td>2016</td>
<td>5.5%</td>
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<tr>
<td>2017</td>
<td>6.2%</td>
</tr>
<tr>
<td>2018</td>
<td>7.1%</td>
</tr>
<tr>
<td>2019</td>
<td>6.2%</td>
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</table>

Long-term target ratio: 5% – 5.5%.

HGB: German Commercial Code. | 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€]

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditure</th>
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<tbody>
<tr>
<td>2006</td>
<td>2,777</td>
</tr>
<tr>
<td>2007</td>
<td>2,933</td>
</tr>
<tr>
<td>2008</td>
<td>2,980</td>
</tr>
<tr>
<td>2009**</td>
<td>2,383</td>
</tr>
<tr>
<td>2010</td>
<td>2,312</td>
</tr>
<tr>
<td>2011**</td>
<td>2,720</td>
</tr>
<tr>
<td>2012</td>
<td>4,151</td>
</tr>
<tr>
<td>2013**</td>
<td>4,967</td>
</tr>
<tr>
<td>2014</td>
<td>4,601</td>
</tr>
<tr>
<td>2015</td>
<td>3,826</td>
</tr>
<tr>
<td>2016</td>
<td>3,731</td>
</tr>
<tr>
<td>2017</td>
<td>4,688</td>
</tr>
<tr>
<td>2018</td>
<td>5,029</td>
</tr>
<tr>
<td>2019****</td>
<td>5,650</td>
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</table>

Capex Ratio.**  
[in %]

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
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<tbody>
<tr>
<td>2006</td>
<td>5.7</td>
</tr>
<tr>
<td>2007</td>
<td>5.2</td>
</tr>
<tr>
<td>2008</td>
<td>5.6</td>
</tr>
<tr>
<td>2009**</td>
<td>4.7</td>
</tr>
<tr>
<td>2010</td>
<td>3.8</td>
</tr>
<tr>
<td>2011**</td>
<td>4.0</td>
</tr>
<tr>
<td>2012</td>
<td>5.4</td>
</tr>
<tr>
<td>2013**</td>
<td>6.5</td>
</tr>
<tr>
<td>2014</td>
<td>5.7</td>
</tr>
<tr>
<td>2015</td>
<td>4.2</td>
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<tr>
<td>2016</td>
<td>4.0</td>
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<td>2017</td>
<td>4.8</td>
</tr>
<tr>
<td>2018</td>
<td>5.2</td>
</tr>
<tr>
<td>2019****</td>
<td>5.4</td>
</tr>
</tbody>
</table>

Long-term target ratio: <5%.

* 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.
*** Capital expenditure ratio: Long-term target ratio: <5%.
**** 2013 figures have been adjusted in accordance with IAS 8.
***** 2013 figures have been adjusted in accordance with IFRS 16.
FREE CASH FLOW.
AUTOMOTIVE SEGMENT.

Free Cash Flow (Automotive).*
[in m€]

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount [m€]</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>
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<tr>
<td>2015</td>
<td>5,404</td>
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<tr>
<td>2016</td>
<td>5,792</td>
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<tr>
<td>2017</td>
<td>4,459</td>
</tr>
<tr>
<td>2018</td>
<td>2,713</td>
</tr>
<tr>
<td>2019</td>
<td>2,567</td>
</tr>
</tbody>
</table>

Long-term target: >3 billion.

*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.

BMW Group Investor Presentation, July 2020
PERFORMANCE PROGRAM.
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.
Using industry & cross-industry cooperation to develop future technologies.
OUTLOOK 2020.

Prior to the coronavirus outbreak, the company’s planning envisaged the Automotive segment posting a slight increase in sales. The spread of the coronavirus slowed the BMW Group’s worldwide vehicle sales. We now expect global sales in 2020 to be much lower than last year. In light of the negative effects of the pandemic and the assessment that deliveries in all markets would return to normal levels after a few weeks, we had published an EBIT margin target of 2% to 4% for the year as a whole by mid-March 2020. Other than assumed by mid-March 2020, we do now expect that the economic environment will only begin to stabilize in the third quarter of the year. Accordingly, we are expanding our guidance for the financial year and are expecting an EBIT margin of between 0 and 3%,with the first half of the year being affected more than H2.

*Including the joint venture BMW Brilliance Automotive Ltd., Shenyang ** EU-28
Diversified funding mix with a combination of industry and bank - typical financing instruments.

Funding Instruments

<table>
<thead>
<tr>
<th>&lt;1yr</th>
<th>1yr</th>
<th>2yrs</th>
<th>3yrs</th>
<th>4yrs</th>
<th>5yrs</th>
<th>7yrs</th>
<th>10yrs+</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP</td>
<td>(EMTN) PPs</td>
<td>Bonds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banks loans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABCP</td>
<td>ABS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers deposits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fed Funds</td>
<td>Brokered Certificate of Deposits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Industry-typical instruments | Bank-typical instruments

BMW Group continues to target a well diversified debt structure.

Financial Debt as of FY 2019

- Bonds 56.0%
- ABS 17.6%
- Liabilities from customer deposits 13.2%
- Liabilities to banks 10.3%
- Commercial paper 2.4%
- Other 0.6%

Sum: €111 bn.
FOCUS ON LIQUIDITY AND FUNDING.  
IN A CHALLENGING ENVIRONMENT.

- **Solid** level of BMW Group **Gross Liquidity** with EUR 18.8 bn.*
- Automotive Segment reporting **Net Financial Assets** of EUR 14.5 bn.*
- Enhanced strong focus on **Working Capital management** and prioritised **CAPEX planning**.
- Refinancing strategy continues to target a **well-diversified debt structure** across various regions and instruments. **Banking** entities within the BMW Group also enable **Central Bank access**.
- **Best rated** European OEM and second best rated globally.**
- **Financial Services** business with **maturity matched funding profile**.
- Access to an **untapped syndicated credit line of EUR 8 bn** with a term up to July 2024. Made available by a large consortium of **international banks**.
**C**orporate finance ensures solvency at any time. Managing risk along the entire value chain.

<table>
<thead>
<tr>
<th>RESEARCH &amp; DEVELOPMENT</th>
<th>SUPPLY CHAIN</th>
<th>PRODUCTION</th>
<th>SALES &amp; MARKETING</th>
<th>FINANCIAL SERVICES</th>
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</thead>
<tbody>
<tr>
<td><strong>Financial Risk</strong></td>
<td><strong>Liquidity Funding</strong></td>
<td><strong>Currencies Commodities Interest Rates</strong></td>
<td><strong>Asset-Management</strong></td>
<td></td>
</tr>
<tr>
<td>- Solvent</td>
<td>- Increasing planning security</td>
<td>- Yield oriented</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Independent</td>
<td>- Reducing earnings risk</td>
<td>- Risk optimized</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Flexible</td>
<td>- Maintaining opportunities</td>
<td>- Chances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Value Oriented</td>
<td>- Selective Approach</td>
<td>- Asset-Liability-Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Relative Value</td>
<td>- Liability-driven investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Natural Hedging</td>
<td>- Lifecycle concept</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Minimum Liquidity Concept</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Target Debt Structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financing Follows Markets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sustainability & Governance**

- Asset Management
- Yield oriented
- Risk optimized
- Chances

- Liability-driven investment
- Lifecycle concept

**Strategic Direction**

- Financial Risk
- Operational Implementation

**Operational Implementation**

- Financial Risk
- Strategic Direction

**Minimum Liquidity Concept**

- Funding
- Solvent
- Independent
- Flexible
- Value Oriented

**Target Debt Structure**

- Financing Follows Markets
- Increasing planning security
- Reducing earnings risk
- Maintaining opportunities

**Selective Approach**

- Relative Value
- Natural Hedging

**Natural Hedging**

- Currencies
- Commodities
- Interest Rates

**Increasing planning security**

- Currencies
- Commodities
- Interest Rates

**Reducing earnings risk**

- Currencies
- Commodities
- Interest Rates

**Maintaining opportunities**

- Currencies
- Commodities
- Interest Rates

**Sustainability & Governance**

- Asset Management
- Yield oriented
- Risk optimized
- Chances

- Liability-driven investment
- Lifecycle concept

**Asset-Liability-Studies**

- Currencies
- Commodities
- Interest Rates

**Lifecycle concept**

- Currencies
- Commodities
- Interest Rates

**BMW Group Investor Presentation, July 2020**
GLOBAL MARKETS ACCESS.
TREASURY ORGANIZATION ENSURES 24 HOUR MARKET COVERAGE.

- 50 bn. EMTN Program
  - 5 bn. EUR & 2 bn. French CP Program
  - Asset Backed Securities
- 2.5 bn. AMTN Program
  - Asset Backed Securities
- 5 bn. EUR & 2 bn. French CP Program
  - Asset Backed Securities
- 15 bn. IRS CP Program
  - Stand Alone Bonds
  - Asset Backed Securities
- 7 bn. USD CP Program
  - Asset Backed Securities
- 144A / RegS Bonds
  - Asset Backed Securities

BMW Bank Group Treasury
Munich

Treasury Center Europa
Den Haag

BMW Bank Group of
Institutions Europe
Munich

Treasury Center China
Beijing

Treasury Center Amerika
Woodcliff Lake

BMW Bank North America
Salt Lake City

Treasury Center Asia
Singapore

Financial and Panda Bond
Asset Backed Securities

Stand Alone Bonds
Asset Backed Securities

Asset Backed Securities

2.5 bn. AMTN Program
Asset Backed Securities
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ir@bmwgroup.com
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>05.08.2020</td>
<td>Quarterly Report to 30 June 2020</td>
</tr>
<tr>
<td>04.11.2020</td>
<td>Quarterly Report to 30 September 2020</td>
</tr>
<tr>
<td>17.03.2021</td>
<td>Annual Report 2020</td>
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<td>18.03.2021</td>
<td>Analyst and Investor Conference 2021</td>
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<td>07.05.2021</td>
<td>Quarterly Statement to 31 March 2021</td>
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<td>Event</td>
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<tr>
<td>----------------</td>
<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>01.-03.09.2020</td>
<td>CFO Roadshow London, US West Coast</td>
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<td>22.09.2020</td>
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<td>23.09.2020</td>
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<td>30.09.2020</td>
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<td>06.11.2020</td>
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<td>12.-13.11.2020</td>
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</table>
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.

These statements are subject to many risks and uncertainties or may be affected by factors outside BMW Group’s control, including adverse developments in global economic conditions resulting in a decline in demand in BMW Group’s key markets, including China, North America and Europe; a deterioration in credit and financial markets; a shift in consumer preferences affecting demand for BMW Group’s products; changes in the prices of fuel or raw materials; disruption of production due to shortages of materials, labor strikes or supplier insolvencies; the effective implementation of BMW Group’s strategic goals and targets; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; and other risks and uncertainties, including those described under the heading “Report on Risks and Opportunities” in BMW Group’s most recent Annual Report.

If any of these risks and uncertainties materializes or if the assumptions underlying any of BMW Group’s forward-looking statements prove to be incorrect, actual results may be materially different from those BMW Group expresses or implies by such statements. BMW Group does not intend or assume any obligation to update these forward-looking statements.

For consumption and emissions data, please visit our homepage: www.bmw.com