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.

VARIETY OF DRIVE TRAINS FOR THE BMW X3.

BMW X3. PETROL & DIESEL.
BMW X3 xDRIVE 30e. PHEV.
BMW iX3. BEV.
BMW i FROM “BORN ELECTRIC”. TO “ONE ARCHITECTURE SERVES ALL”.

2013 “BORN ELECTRIC”.

FROM 2021 ON.

ONE ARCHITECTURE FITS ALL POWERTRAIN DERIVATIVES

COMBUSTION ENGINE.

PLUG-IN HYBRID.

PURE ELECTRIC.

AFTER 2025.

NEW BEV CENTRIC ARCHITECTURE.
OUR CLEAR ROADMAP.
AT LEAST 25 ELECTRIFIED MODELS BY 2023 INCLUDING AT LEAST 13 FULLY ELECTRIC CARS.

**FULLY ELECTRIC.**
- BMW i3
- BMW i8
- MINI Cooper S E Countryman ALL4
- BMW 330e
- BMW X1 xDrive25e
- BMW 330e Touring
- BMW X5 xDrive40e
- BMW X5 xDrive45e
- BMW X5 xDrive50e
- BMW X5 xDrive60e
- BMW X5 xDrive70e
- BMW X6 xDrive50e
- BMW X6 xDrive60e
- BMW X6 xDrive70e
- BMW X7 xDrive50e
- BMW X7 xDrive60e
- BMW X7 xDrive70e
- BMW iX3
- BMW iX
- BMW i4
- BMW 7er BEV
- BMW 5er BEV

**PLUG-IN HYBRID.**
- BMW i3
- BMW i8
- MINI Cooper S E Countryman ALL4
- BMW 330e
- BMW X1 xDrive25e
- BMW 330e Touring
- BMW X5 xDrive40e
- BMW X5 xDrive45e
- BMW X5 xDrive50e
- BMW X5 xDrive60e
- BMW X5 xDrive70e
- BMW X6 xDrive50e
- BMW X6 xDrive60e
- BMW X6 xDrive70e
- BMW X7 xDrive50e
- BMW X7 xDrive60e
- BMW X7 xDrive70e
- BMW iX3
- BMW iX
- BMW i4
- BMW 7er BEV
- BMW 5er BEV

*Vision/Concept cars
**Schematic illustration of future launch dates
THE FIRST EVER BMW iX.
NEXT ERA, NEXT LEVEL I.

MORE THAN 600 KM OF RANGE.
CONSUMPTION BELOW 21 KWH/100KM (WLTP).

ELECTRIC ALL-WHEEL DRIVE WITH TWO ELECTRICALLY DRIVEN AXLES AND MORE THAN 500 HP (370 KW).

RECHARGING 120 KM IN JUST TEN MINUTES.
HIGH-VOLTAGE BATTERY >100 kWh (GROSS).

TWO ELECTRIC MOTORS MANUFACTURED W/O THE USE OF RARE-EARTH RAW MATERIALS.
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Units Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>17,805</td>
</tr>
<tr>
<td>2015</td>
<td>32,732</td>
</tr>
<tr>
<td>2016</td>
<td>61,873</td>
</tr>
<tr>
<td>2017</td>
<td>103,103</td>
</tr>
<tr>
<td>2018</td>
<td>142,386</td>
</tr>
<tr>
<td>2019</td>
<td>146,160</td>
</tr>
</tbody>
</table>

ROADMAP.
EUROPEAN NEW VEHICLE FLEET.

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

EUROPEAN SALES YTD-09/2020.
37% INCREASE OVER PREVIOUS YEAR.
12% ELECTRIFIED.

Global xEV (BEV + PHEV) SALES YTD-09/2020:
116,381 (+20%)
WHAT WILL DRIVE ACCEPTANCE AND PROFITABILITY OF E-MOBILITY GOING FORWARD.

**ACCEPTANCE OF EVs.**
- **Optimization** of the Charging Infrastructure.
- Smart and Efficient, Increase of charging points.
- Driving Range Extension with new storage topologies and motor configurations.
- Diverse Product offering covering different drivetrains, prices and segments.

**PROFITABILITY OF EVs.**
- Regulation favors E-Mobility.
- 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.**

BMW Group Investor Presentation, December 2020
SUSTAINABILITY IS FULLY INTEGRATED IN THE BMW GROUP AND LEADS TO TOP RATINGS.

TOP RATINGS.

**DOW JONES SUSTAINABILITY INDICES.**
The BMW Group is the only company in the automotive industry continuously listed on the index since the very beginning.

**MSCI ESG.**
BMW’s A-rating remains unchanged since August, 2017.

**CARBON DISCLOSURE PROJECT.**
In 2019, the BMW Group was ranked in the category Leadership with a A-rating.

**FTSE4GOOD.**
Listed in the FTSE4Good Index.

**ISS ESG.**
Corporate ESG Performance: Prime, C+.

**SUSTAINALYTICS.**
Overall ESG Score: Leader.

MILESTONES.

1973
First environmental manager in the automotive industry.

2000
Executive Board resolution “Sustainability is a guiding principle of the BMW Group’s corporate strategy.”

2009
Establishment of Sustainability Circle and Board.
Corporate sustainability is declared as corporate target.

TODAY
Sustainability is fully integrated across the whole value chain and part of divisional targets.

2020+
We are making sustainability central to the strategic direction of the BMW Group.
SUBSTANTIAL CO₂ REDUCTION BY AT LEAST ONE THIRD PER VEHICLE ACROSS THE ENTIRE VALUE CHAIN UP TO 2030.

**SUPPLY CHAIN.**

2030
Avoid increase of ca. +40% per vehicle and reverse trend.

-20% CO₂ per vehicle vs. 2019 in the supply chain.

**PRODUCTION.**

2021
CO₂-neutral production.

2030
-80% substantial CO₂ reduction per vehicle vs. 2019.

**USE PHASE.**

2030
-40% CO₂ per vehicle vs. 2019.

Continued rollout of electro mobility, reduction of real emissions.
EFFICIENT DYNAMICS.
ACTIVE CLIMATE PROTECTION SINCE 2007.

EFFICIENT DYNAMICS.
SELECTED MILESTONES.

2007
AUTOMATIC START/STOP FUNCTION.

2013
BMW i3: FULLY ELECTRIC SERIES-PRODUCTION CAR.

2019
48 VOLT MILD HYBRID TECHNOLOGY.

2010
HIGH-PRECISION INJECTION.

2016
3rd GENERATION AIR FLAP CONTROL IN BMW 7 SERIES.

2020
5th GENERATION BMW eDRIVE TECHNOLOGY IN BMW iX3.

FUTURE.
CO₂ COMPLIANCE.
WE WILL REACH OUR EU TARGETS FOR 2020 AND 2021.

CO₂-EMISSIONS.
New passenger cars [g CO₂ / km].

-17%  
2006 – 2008

~ -20%  
2019 – 2020
OUTLOOK CO₂ FLEET TARGET ACHIEVEMENT EU 2020.
BMW GROUP WILL ACHIEVE CO₂ FLEET TARGETS IN THE EU IN 2020.

CO₂ g/km NEDC BMW Group Fleet EU (BMW, MINI, Rolls Royce, BMW M)

<table>
<thead>
<tr>
<th>Actuals 2019</th>
<th>Conventional Technologies</th>
<th>xEV Portfolio</th>
<th>Prognosis Fleet 2020</th>
<th>Phase-in</th>
<th>Super Credits</th>
<th>Prognosis Target Achievement</th>
<th>BMW Group Fleet Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>~127*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Examples:
- 48V rollout
- Aerodynamics
- Tire portfolio

PHEVs (Plug-in hybrids)
- MINI Countryman SE
- 2 series Active Tourer
- X1 / X2
- 3 series sedan/touring
- X3
- 5 series sedan / touring
- X5
- 7 series

BEVs (battery electric vehicles)
- i3
- MINI Cooper SE

5% compliance exemption

< 104**

< 0

~104***

Full compliance with regulatory requirements expected

BMW internal calculation / final communication of 2019 actuals by EU-Commission pending.

Prognosis CO₂-fleet target achievement 2020.

Estimated target level BMW Group 2020.
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.

BMW Group Investor Presentation, December 2020
REMOTE SOFTWARE UPGRADE. 
ONGOING SOFTWARE UPDATES OVER-THE-AIR.*.

**BMW Maps.**
New cloud-based navigation with significantly enhanced performance, intuitive destination entry, POI enrichment and excellent accuracy.

**Android Auto.**
Wireless Android integration accessible via the Control Display, Navigation App within the Info Display and Head-Up Display.

**Connected Charging.**
New connectivity services for more transparency about charging status, range, and optimization of route planning, including charging stops.

**Connected Parking.**
Parking as part of optimized route planning. New: forecast of parking situation at chosen destination, consideration of the vehicle size within On-Street Parking Information.

**BMW Maps.**
New cloud-based navigation with significantly enhanced performance, intuitive destination entry, POI enrichment and excellent accuracy.

**Android Auto.**
Wireless Android integration accessible via the Control Display, Navigation App within the Info Display and Head-Up Display.

**Connected Charging.**
New connectivity services for more transparency about charging status, range, and optimization of route planning, including charging stops.

**Connected Parking.**
Parking as part of optimized route planning. New: forecast of parking situation at chosen destination, consideration of the vehicle size within On-Street Parking Information.

**BMW Maps.**
New cloud-based navigation with significantly enhanced performance, intuitive destination entry, POI enrichment and excellent accuracy.

**Android Auto.**
Wireless Android integration accessible via the Control Display, Navigation App within the Info Display and Head-Up Display.

**Connected Charging.**
New connectivity services for more transparency about charging status, range, and optimization of route planning, including charging stops.

**Connected Parking.**
Parking as part of optimized route planning. New: forecast of parking situation at chosen destination, consideration of the vehicle size within On-Street Parking Information.

**BMW Maps.**
New cloud-based navigation with significantly enhanced performance, intuitive destination entry, POI enrichment and excellent accuracy.

**Android Auto.**
Wireless Android integration accessible via the Control Display, Navigation App within the Info Display and Head-Up Display.

**Connected Charging.**
New connectivity services for more transparency about charging status, range, and optimization of route planning, including charging stops.

**Connected Parking.**
Parking as part of optimized route planning. New: forecast of parking situation at chosen destination, consideration of the vehicle size within On-Street Parking Information.

**BMW Maps.**
New cloud-based navigation with significantly enhanced performance, intuitive destination entry, POI enrichment and excellent accuracy.

**Android Auto.**
Wireless Android integration accessible via the Control Display, Navigation App within the Info Display and Head-Up Display.

**Connected Charging.**
New connectivity services for more transparency about charging status, range, and optimization of route planning, including charging stops.

**Connected Parking.**
Parking as part of optimized route planning. New: forecast of parking situation at chosen destination, consideration of the vehicle size within On-Street Parking Information.

**BMW Maps.**
New cloud-based navigation with significantly enhanced performance, intuitive destination entry, POI enrichment and excellent accuracy.

**Android Auto.**
Wireless Android integration accessible via the Control Display, Navigation App within the Info Display and Head-Up Display.

**Connected Charging.**
New connectivity services for more transparency about charging status, range, and optimization of route planning, including charging stops.

**Connected Parking.**
Parking as part of optimized route planning. New: forecast of parking situation at chosen destination, consideration of the vehicle size within On-Street Parking Information.
DIGITAL SOLUTIONS.
INNOVATIVE AND EFFECTIVE USE CASES.
YOUR NOW JOINT VENTURE - THE “MOBILITY POWERHOUSE”
WITH A SIGNIFICANT END CUSTOMER BASE AND COVERAGE WORLDWIDE.

<table>
<thead>
<tr>
<th>DAIMLER</th>
<th>BMW GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHARENOW</strong></td>
<td><strong>FREENOW</strong></td>
</tr>
<tr>
<td>DriveNow</td>
<td>FREENow</td>
</tr>
<tr>
<td>CAR2GO</td>
<td>hive</td>
</tr>
<tr>
<td></td>
<td>kapten</td>
</tr>
<tr>
<td><strong>CUSTOMERS</strong></td>
<td><strong>INTERACTIONS</strong></td>
</tr>
<tr>
<td>in millions</td>
<td>in millions</td>
</tr>
<tr>
<td>2.8</td>
<td>47.3</td>
</tr>
<tr>
<td>12.6</td>
<td>124</td>
</tr>
<tr>
<td>16</td>
<td>153</td>
</tr>
</tbody>
</table>

* Partially data summation w/o consideration of possible redundancies. ** Due to current uncertain situation not meaningful 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.
THE BMW GROUP USES INDUSTRY & CROSS-INDUSTRY COOPERATION & PARTNERSHIPS TO PREPARE ITSELF FOR FUTURE TECHNOLOGIES AND BUSINESS OPPORTUNITIES.
VERY ATTRACTIVE AND FRESH LINE UP OF THE X FAMILY SUPPORTS GROWTH AND PRODUCT MIX.
PREMIUM SEGMENT SHARE.
TOTAL MARKET 2020.

Germany: 27%
United Kingdom: 26%
Spain: 14%
South Korea: 10%
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.

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019 Deliveries</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMW</td>
<td>2,185,793</td>
<td>+3.3%</td>
</tr>
<tr>
<td>MINI</td>
<td>175,162</td>
<td>+5.8%</td>
</tr>
<tr>
<td>BMW Motorrad</td>
<td>347,474</td>
<td>-4.6%</td>
</tr>
<tr>
<td>Rolls-Royce</td>
<td>5,100</td>
<td>+21.6%</td>
</tr>
</tbody>
</table>

* In connection with a review of its sales and related reporting practices, BMW Group reviewed prior period retail vehicle delivery data and determined that certain vehicle deliveries were not reported in the correct periods. Further information can be found in BMW Group’s 2019 Annual Report on page 54. As an update of the information given there, BMW Group has revised the data on vehicle deliveries retrospectively going back to 2015 in its sixteen most significant markets.
**BMW, ROLLS-ROYCE AND BMW MOTORRAD DELIVERIES* YTD-09/2020. DECREASE DUE TO CORONAVIRUS PANDEMIC.**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Yearly Deliveries</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMW Group</td>
<td>1,427,392</td>
<td>-11.3%</td>
</tr>
<tr>
<td>MINI</td>
<td>129,599</td>
<td>-5.4%</td>
</tr>
<tr>
<td>BMW Motorrad</td>
<td>208,144</td>
<td>-20.0%</td>
</tr>
<tr>
<td>Rolls-Royce</td>
<td>2,651</td>
<td>-28.5%</td>
</tr>
</tbody>
</table>

* In connection with a review of its sales and related reporting practices, BMW Group reviewed prior period retail vehicle delivery data and determined that certain vehicle deliveries were not reported in the correct periods. Further information can be found in BMW Group’s 2019 Annual Report on page 54. As an update of the information given there, BMW Group has revised the data on vehicle deliveries retrospectively going back to 2015 in its sixteen most significant markets.
BMW GROUP AUTOMOTIVE.
SIGNIFICANT DECREASE IN DELIVERIES* YTD-09/2020 DUE TO CORONAVIRUS PANDEMIC.

AMERICAS
251,936 units
15%
-25.7%

EUROPE
648,494 units
40%
-19.7%

MAINLAND CHINA
560,367 units
34%
+6.4%

REST OF WORLD
177,370 units
11%
-10.7%

* In connection with a review of its sales and related reporting practices, BMW Group reviewed prior period retail vehicle delivery data and determined that certain vehicle deliveries were not reported in the correct periods. Further information can be found in BMW Group’s 2019 Annual Report on page 54. As an update of the information given there, BMW Group has revised the data on vehicle deliveries retrospectively going back to 2015 in its sixteen most significant markets.
## BMW GROUP AUTOMOTIVE MAJOR MARKETS.
### DELIVERIES* TO CUSTOMERS YTD-09/2020.

<table>
<thead>
<tr>
<th>Deliveries of automobiles*</th>
<th>YTD-09/2020</th>
<th>YTD-09/2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>648,494</td>
<td>807,780</td>
<td>-19.7</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>203,442</td>
<td>238,222</td>
<td>-14.6</td>
</tr>
<tr>
<td><strong>Americas</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>251,936</td>
<td>339,201</td>
<td>-25.7</td>
</tr>
<tr>
<td><strong>Asia</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China Mainland</td>
<td>705,789</td>
<td>685,293</td>
<td>+3.0</td>
</tr>
<tr>
<td>thereof BBA retail sales</td>
<td>560,367</td>
<td>526,802</td>
<td>+6.4</td>
</tr>
<tr>
<td><strong>Rest of the World</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>thereof</td>
<td>437,549</td>
<td>392,394</td>
<td>+11.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,638,167</td>
<td>1,872,451</td>
<td>-12.5</td>
</tr>
</tbody>
</table>

*In connection with a review of its sales and related reporting practices, BMW Group reviewed prior period retail vehicle delivery data and determined that certain vehicle deliveries were not reported in the correct periods. Further information can be found in BMW Group’s 2019 Annual Report on page 54. As an update of the information given there, BMW Group has revised the data on vehicle deliveries retrospectively going back to 2015 in its sixteen most significant markets.
GROWTH IN CHINA.

CHINA TOTAL MARKET & PREMIUM SEGMENT.

7 MODELS IN LOCAL PRODUCTION & MORE TO COME

- Total Market
- Premium Segment

YTD 09/2020
FY 2019

+8%
-10%
+9%
-7%

BMW Group Investor Presentation, December 2020
BMW AND MINI RETAIL SALES DEVELOPMENT.

Share of JV Sales (through BMW Brilliance Automotive).

<table>
<thead>
<tr>
<th>Year</th>
<th>Import</th>
<th>JV Sales</th>
<th>Sales figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>51.6</td>
<td>59%</td>
<td>516.4</td>
</tr>
<tr>
<td>2008</td>
<td>65.8</td>
<td>53%</td>
<td>635.8</td>
</tr>
<tr>
<td>2009</td>
<td>90.5</td>
<td>48%</td>
<td>94.4</td>
</tr>
<tr>
<td>2010</td>
<td>169.0</td>
<td>32%</td>
<td>198.5</td>
</tr>
<tr>
<td>2011</td>
<td>232.6</td>
<td>61%</td>
<td>282.0</td>
</tr>
<tr>
<td>2012</td>
<td>326.4</td>
<td>41%</td>
<td>384.1</td>
</tr>
<tr>
<td>2013</td>
<td>390.7</td>
<td>61%</td>
<td>456.0</td>
</tr>
<tr>
<td>2014</td>
<td>456.0</td>
<td>72%</td>
<td>516.4</td>
</tr>
<tr>
<td>2015</td>
<td>463.7</td>
<td>65%</td>
<td>594.4</td>
</tr>
<tr>
<td>2016</td>
<td>516.4</td>
<td>74%</td>
<td>635.8</td>
</tr>
<tr>
<td>2017</td>
<td>594.4</td>
<td>72%</td>
<td>724.7</td>
</tr>
<tr>
<td>2018</td>
<td>635.8</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>538.6</td>
<td>74%</td>
<td></td>
</tr>
</tbody>
</table>

[in m€]

BMW Group Investor Presentation, December 2020

Sales figures FY 2019. Figures may not add to 100% due to rounding.
GLOBAL PRODUCTION NETWORK FY 2019.
OFFERING HIGH FLEXIBILITY.

- Munich, Germany: BMW 3, 4 series
- Dingolfing, Germany: BMW 3, 4, 5, 6, 7, 8 series
- Regensburg, Germany: BMW 1, 2, 3, 4 series, X1, X2
- Leipzig, Germany: BMW 1, 2 series, i3, i8
- Rosslyn, South Africa: BMW 5 series
- Spartanburg, USA: BMW X3, X4, X5, X6, X7
- Dadong, China*: BMW 5 series
- Tiexi, China*: MINI Hatch, MINI Clubman
- Oxford, UK: BMW X3, X4, X5, X6, X7
- Graz, Austria (Magna Steyr)**: BMW 5 series
- Born, Netherlands (VDL Nedcar)**: MINI Convertible, MINI Countryman, BMW X1
- Goodwood, UK: Rolls-Royce
- Assembly plants: Sum

Sum: 2,564,025
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 Group Investor Presentation, December 2020
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>
<tbody>
<tr>
<td><img src="image1" alt="Adventure Bike" /></td>
<td><img src="image2" alt="Tour Bike" /></td>
<td><img src="image3" alt="Sport Bike" /></td>
<td><img src="image4" alt="Roadster Bike" /></td>
<td><img src="image5" alt="Heritage Bike" /></td>
<td><img src="image6" alt="Urban Mobility Bike" /></td>
</tr>
</tbody>
</table>

BMW Group Investor Presentation, December 2020
FINANCIAL SERVICES AT A GLANCE.
FY 2019.

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

BUSINESS LINES (PORTFOLIO SIZE).

CONSUMER FINANCE

DEALER FINANCE

MULTIMAKE FINANCE

FLEET BUSINESS

INSURANCE

BANKING

€ 104.0 BN.
€ 21.2 BN.
€ 6.8 BN.
€ 13.9 BN.
€ 4.0 MN.
€ 10.8 BN.

BMW Group Investor Presentation, December 2020
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></th>
<th>FY 2019</th>
<th>FY 2018*</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BMW Group</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>EBIT 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.
#### Q3 2020 KEY FINANCIALS.

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>Q3 2020</th>
<th>Q3 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax – Group (in m€)</td>
<td>2,464</td>
<td>2,248</td>
<td>9.6</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>9.4</td>
<td>8.4</td>
<td>1 % point</td>
</tr>
</tbody>
</table>

#### Automotive Segment

<table>
<thead>
<tr>
<th></th>
<th>Q3 2020</th>
<th>Q3 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)</td>
<td>675,592</td>
<td>621,981</td>
<td>8.6</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>1,477</td>
<td>1,515</td>
<td>-2.5</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>6.7</td>
<td>6.6</td>
<td>0.1 % points</td>
</tr>
</tbody>
</table>

#### Motorcycles Segment

<table>
<thead>
<tr>
<th></th>
<th>Q3 2020</th>
<th>Q3 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)</td>
<td>52,892</td>
<td>43,744</td>
<td>20.9</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>45</td>
<td>35</td>
<td>28.6</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>7.1</td>
<td>6.3</td>
<td>0.8 % points</td>
</tr>
</tbody>
</table>

#### Financial Services

<table>
<thead>
<tr>
<th></th>
<th>Q3 2020</th>
<th>Q3 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax (EBT) (in m€)</td>
<td>458</td>
<td>597</td>
<td>-23.3</td>
</tr>
</tbody>
</table>
# BMW GROUP.
## YTD-09/2020 KEY FINANCIALS.

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>YTD-9/2020</th>
<th>YTD-9/2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax – Group (in m€)</td>
<td>2,962</td>
<td>5,063</td>
<td>-41.5</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>4.3</td>
<td>6.8</td>
<td>-2.5 % points</td>
</tr>
<tr>
<td><strong>Automotive Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales (units)</td>
<td>1,638,167</td>
<td>1,872,451</td>
<td>-12.5</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>152</td>
<td>2,674</td>
<td>-94.3</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>0.3</td>
<td>4.1</td>
<td>-3.8 % points</td>
</tr>
<tr>
<td><strong>Motorcycles Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales (units)</td>
<td>129,599</td>
<td>136,932</td>
<td>-5.4</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>110</td>
<td>226</td>
<td>-51.3</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>6.4</td>
<td>12.1</td>
<td>-5.7 % points</td>
</tr>
<tr>
<td><strong>Financial Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earnings before tax (EBT) (in m€)</td>
<td>1,039</td>
<td>1,797</td>
<td>-42.2</td>
</tr>
</tbody>
</table>
THE BMW GROUP IS COMMITTED TO PLAYING A KEY ROLE IN TOMORROW’S MOBILITY.

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

Long-term target ratio: 5% – 5.5%.

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Expenditure</th>
<th>R&amp;D Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>3,208</td>
<td>6.5%</td>
</tr>
<tr>
<td>2007</td>
<td>3,144</td>
<td>5.6%</td>
</tr>
<tr>
<td>2008</td>
<td>2,864</td>
<td>5.4%</td>
</tr>
<tr>
<td>2009</td>
<td>2,448</td>
<td>4.8%</td>
</tr>
<tr>
<td>2010</td>
<td>2,773</td>
<td>4.6%</td>
</tr>
<tr>
<td>2011</td>
<td>3,373</td>
<td>4.9%</td>
</tr>
<tr>
<td>2012</td>
<td>3,952</td>
<td>5.1%</td>
</tr>
<tr>
<td>2013***</td>
<td>4,792</td>
<td>5.8%</td>
</tr>
<tr>
<td>2014</td>
<td>4,566</td>
<td>5.7%</td>
</tr>
<tr>
<td>2015</td>
<td>5,169</td>
<td>5.6%</td>
</tr>
<tr>
<td>2016</td>
<td>5,164</td>
<td>5.5%</td>
</tr>
<tr>
<td>2017</td>
<td>6,108</td>
<td>6.2%</td>
</tr>
<tr>
<td>2018</td>
<td>6,890</td>
<td>7.1%</td>
</tr>
<tr>
<td>2019</td>
<td>6,419</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

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€]

2006 2,777
2007 2,933
2008 2,980
2009** 2,383
2010 2,312
2011** 2,720
2012 4,151
2013*** 4,967
2014 4,601
2015 3,826
2016 3,731
2017 4,688
2018 5,029
2019**** 5,650

Capex Ratio.** [in %]

2006 5.7
2007 5.2
2008 5.6
2009** 4.7
2010 3.8
2011** 4.0
2012 5.4
2013*** 6.5
2014 5.7
2015 4.2
2016 4.0
2017 4.8
2018 5.2
2019**** 5.4

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.
*** 2013 figures have been adjusted in accordance with IAS 8.
****Capital expenditure – mainly for property, plant and equipment – rose to 5.65 billion euros in 2019. This reflects the recognition of right-of-use assets in the balance sheet for the first time, according to IFRS 16.
FREE CASH FLOW.
AUTOMOTIVE SEGMENT.

Free Cash Flow (Automotive).*
[in m€]

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (in 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>
</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>
<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, December 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.

DIVERSIFIED FUNDING MIX WITH A COMBINATION OF INDUSTRY AND BANK - TYPICAL FINANCING INSTRUMENTS.

BMW Group continues to target a well diversified debt structure.

FUNDING INSTRUMENTS

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 21.8 bn**.*
- Automotive Segment reporting **Net Financial Assets of EUR 13.5 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 August **2024**. Made available by a large consortium of **international banks**.

* Figures as of September 30th 2020  **S&P A neg./ Moody’s A2 neg.**
GLOBAL MARKETS ACCESS.
TREASURY ORGANIZATION ENSURES 24 HOUR MARKET COVERAGE.

Stand Alone Bonds
Asset Backed Securities

144A / RegS Bonds
7 bn. USD CP Program
Asset Backed Securities

BMW Bank North America
Salt Lake City

Treasury Center Amerika
Woodcliff Lake

50 bn. EMTN Program
5 bn. EUR & 2 bn. French CP Program
Asset Backed Securities

BMW Bank Group of
Institutions Europe
Munich

15 bn. IRS CP Program

Stand Alone Bonds

Financial and Panda Bond
Asset Backed Securities

Asset Backed Securities

2.5 bn. AMTN Program
Asset Backed Securities

Treasury Center China
Beijing

BMW Group Treasury
Munich

Treasury Center Asia
Singapore
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.03.2021</td>
<td>Integrated Annual Report 2020</td>
</tr>
<tr>
<td>18.03.2021</td>
<td>Analyst and Investor Conference 2021</td>
</tr>
<tr>
<td>07.05.2021</td>
<td>Quarterly Statement to 31 March 2021</td>
</tr>
<tr>
<td>12.05.2021</td>
<td>Annual General Meeting 2021</td>
</tr>
<tr>
<td>03.08.2021</td>
<td>Quarterly Report to 30 June 2021</td>
</tr>
<tr>
<td>03.11.2021</td>
<td>Quarterly Statement to 30 September 2021</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------</td>
</tr>
<tr>
<td>03.-04.12.2020</td>
<td>German Investment Seminar (Commerzbank)</td>
</tr>
<tr>
<td>03.-04.12.2020</td>
<td>German Corporate Conference (Kepler Cheuvreux, UniCredit)</td>
</tr>
<tr>
<td>24.03.2021</td>
<td>Global ESG Conference (J.P. Morgan)</td>
</tr>
</tbody>
</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