WHY INVEST IN BMW?

**FIRST-CLASS INDIVIDUAL MOBILITY** – We play a **pioneering role** in setting standards for the individual **premium** mobility of tomorrow. It **combines pleasure and responsibility** without compromise.

**SUSTAINABILITY** – The BMW Group is a **holistically sustainable company** taking **responsibility for sustainable future mobility**. Every investment in BMW is a **sustainable investment**.

**INNOVATION & FLEXIBILITY** – The BMW Group is an **innovation pioneer** in the automotive industry. Our business model is based on **constant transformation** and **flexibility** – successful for over 100 years.

**ELECTRIFICATION** – Due to our **flexibility** and **permanently transformed plants**, we will have a **convincing battery-electric vehicle offer** covering 90% of our current market segments from 2023.

**DIGITALIZATION** – We set standards in the **digitalization** and **connectivity** of our vehicles and use our **competitive edge in remote software upgrades**.

**FINANCIAL PERFORMANCE** – We offer **financial stability** due to our strong **balance sheet** and industry-leading **credit ratings***. We set **ambitious profitability** and **cash flow targets** and are a **reliable dividend payer**.

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BMW GROUP STRATEGY.
THE BMW GROUP STANDS FOR FIRST-CLASS INDIVIDUAL MOBILITY AND SUSTAINED RESPONSIBILITY.

WHAT for?
POSITION.
We take on business, environmental and societal challenges. We take responsibility for the mobility of tomorrow with a compelling offering and through sustainable management.

WHAT?
DIRECTION.
We offer inspiring premium products for individual mobility. Today and for future generations. We ensure high profitability so we can independently shape the future of mobility.

WHERE?
STRATEGIC APPROACH.
We focus on our customers and fulfil their diverse needs worldwide. We connect innovative technologies, emotional products and individual customer care to provide a unique overall experience.

HOW?
COOPERATION.
We deliver top performance. Each of us makes a contribution, based on our values. We work hand in hand internally and with our external partners. This is how we achieve maximum effectiveness and lead the company to shared success.
ENSURE LONG-TERM SUCCESS.
BMW GROUP STRATEGIC OBJECTIVES.

- **GROUP EBT MARGIN**: > 10%
- **AUTO EBIT MARGIN**: 8-10%
- **RETURN ON CAPITAL EMPLOYED IN THE AUTOMOTIVE SEGMENT**: ≥ 40%

**2025**

- **MINIMUM SHARE OF ELECTRIFIED CARS IN TOTAL DELIVERIES**: ≥ 25%
- **PERCENTAGE OF WOMEN IN MANAGEMENT POSITIONS IN THE BMW GROUP**: 22%

**2030**

- **REDUCTION OF CO2 EMISSIONS PER VEHICLE IN PRODUCTION (REFERENCE YEAR 2019)**: ↓ 80%
- **REDUCTION OF CO2 EMISSIONS IN THE USE PHASE OF THE VEHICLE PER KILOMETER DRIVEN (REFERENCE YEAR 2019)**: ↓ 50%
- **REDUCTION OF CO2 EMISSIONS IN THE SUPPLY CHAIN (REFERENCE YEAR 2019)**: ↓ ≥ 20%

This is a simplified representation. Detailed explanations of the key figures as well as the identification of the depth of the audit can be found in the respective report chapters.
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SUSTAINABILITY IS CENTRAL TO EVERYTHING WE DO. BMW HAS PURSUED AMBITIOUS SUSTAINABILITY GOALS FOR YEARS.

SUSTAINABILITY. SELECTED MILESTONES.

1973
First environmental manager in the automotive industry

2001
1st Sustainable Value Report

2009
Sustainability is a corporate target

2012
We set ten sustainability goals for the end of 2020

2020
We set ambitious CO₂ reduction targets across the entire value chain by 2030

2021
1st Integrated Report

2050
Climate-neutral business model across the entire value chain

2020+
We are making sustainability central to the strategic direction of the BMW Group

2030
CO₂ reduction by at least 40% across the value chain

2000
Sustainability is a guiding principle of the BMW Group’s corporate strategy

2011
Sustainability is an integral part of our procurement process and an essential purchasing criterion

FUTURE
SUBSTANTIAL CO₂ REDUCTION BY AT LEAST 40% 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.**

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

2021
CO₂-neutral production.

**USE PHASE.**

2030
-50% CO₂ per vehicle vs. 2019.

Continued rollout of electro mobility, reduction of real emissions.
CO₂ EU FLEET TARGET 2021 BASED ON WLTP. BMW GROUP IS CONFIDENT TO ACHIEVE CO₂ FLEET TARGETS IN 2021.

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

On track to target achievement

Target Reconciliation NEDC to WLTP

135

~ 125*

*Estimated target level BMW Group 2021.
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.
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OUR THREE PHASES OF TRANSFORMATION.

2013
Pioneering e-mobility.

Today
**Electrification** across our entire portfolio.

From 2025
E-mobility first:
High BEV volume and the next level of digitalization.
BY 2023 90% OF OUR SEGMENTS ARE COVERED BY AT LEAST ONE BEV. OUR CLEAR E-MOBILITY ROADMAP.

**Phase I**
Pioneering e-mobility

- **BMW i3**
- MINI Electric
- BMW i8 (PHEV)

**Phase II**
Electrification across our segments

- **BMW iX**
- **BMW X1 BEV***
- **BMW 5 series BEV***
- **MINI Countryman BEV***
- **BMW 7 series BEV***
- **BMW iX3**
- **BMW i4**
- **BMW 5 series BEV***

* Schematic illustration of future launch dates
10 MILLION BEVS ON THE ROAD WITHIN THE NEXT TEN YEARS.
LEADING PROVIDER OF BATTERY-ELECTRIC VEHICLES.

**PHASE I**

**PHASE II**

Until 2025
Ø +50% BEV SALES p.a.

2023 BEVs available for 90% of today's MARKET SEGMENTS

2 MILLION BEVs delivered to customers by the end of 2025

**PHASE III**

2025 - 2030
Ø +20% BEV SALES p.a.

2030 BEVs will account for 50% of GLOBAL SALES

2030 BEVs available for 100% of today's MARKET SEGMENTS
SALES OF ELECTRIFIED VEHICLES ALMOST DOUBLED YTD-09/2021.

GLOBAL SALES YTD-09/2021.
99% xEV INCREASE OVER PREVIOUS YEAR.
12% ELECTRIFIED.

EUROPEAN SALES YTD-09/2021.
101% xEV INCREASE OVER PREVIOUS YEAR.
22% ELECTRIFIED.

GLOBAL SALES.
ELECTRIFIED CARS.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>17,805</td>
<td>32,732</td>
<td>61,873</td>
<td>103,103</td>
<td>142,386</td>
<td>146,160</td>
<td>192,646</td>
<td>231,575</td>
</tr>
</tbody>
</table>

YTD-09/2021
THE FIRST EVER BMW iX3.
iX3 is a pioneer for the fifth-generation of BMW eDRIVE technology.

Innovation:
Adaptive Recuperation.

150 kW DC / 11 kW AC Charging (3-phase).

Innovation:
Highly integrated fifth-generation drivetrain unit
210 kW / 286 hp electric motor, transmission and 400V electronics, free from Rare Earth Materials, 2/3 less Cobalt.

188 prismatic battery cells in 10 modules, produced with CO₂-free electricity, individually housed and controlled for long life and high safety.

74 kWh (net) / 80 kWh (gross) lithium-ion-battery with modular concept for repair and 2nd life.

Max. range WLTP* 460 km
Economy WLTP* 18.9 - 18.5 kWh/100 km

* Homologation numbers for German market.
THE FIRST EVER BMW i4 – MARKET LAUNCH GETS UNDERWAY IN DECEMBER 2021 WITH TWO MODEL VARIANTS.

5TH GENERATION BMW eDRIVE - WITHOUT ANY RARE EARTHS. BUILT IN MUNICH.

BMW i4 M50

THE FIRST PURELY ELECTRIC M PERFORMANCE CAR.

UP TO 510 KM RANGE (WLTP).

400 KW / 544 HP.

0 TO 100 KM/H IN 3.9 SECONDS.

BMW i4 eDrive40

UP TO 591 KM RANGE (WLTP).

250 KW / 340 HP.

0 TO 100 KM/H IN 5.7 SECONDS.
BMW iX – TECHNOLOGY FLAGSHIP FOR SUSTAINABLE MOBILITY.
PRODUCTION OF THE FULLY-ELECTRIC BMW iX STARTED IN JULY 2021.

5TH GENERATION BMW eDRIVE - WITHOUT ANY RARE EARTHS.

ELECTRIC ALL-WHEEL DRIVE WITH TWO ELECTRICALLY DRIVEN AXLES.

TWO MODEL VARIANTS

BMW iX xDrive50
UP TO 620 KM RANGE (WLTP).
385 KW / 523 HP.
0 TO 100 KM/H IN 4.6 SECONDS

BMW iX xDrive40
UP TO 425 KM RANGE (WLTP).
240 KW / 326 HP.
0 TO 100 KM/H IN 6.1 SECONDS.
NEUE KLASSE 2025.
UNCOMPROMISINGLY ELECTRIC, DIGITAL AND CIRCULAR.

**ELECTRIC FIRST**
Uncompromisingly optimized for electric drivetrains.
Aim of matching range and manufacturing cost of state-of-the-art combustion engines.

**DIGITAL FIRST**
Completely novel user experience.
Even more individually configurable and bookable features.

**SECONDARY FIRST**
Proportion of secondary materials will be sharply increased.
Focus on greatly reducing resource consumption.
MINI IS BECOMING AN ALL-ELECTRIC BRAND IN THE EARLY 2030s. A GLOBAL BRAND WITH A WORLDWIDE FOOTPRINT.
TRANSFORMATION TO E-MOBILITY IS IN FULL SWING.

- Oxford
  - MINI BEV

- Munich
  - BMW i4
  - Battery Cell Competence Center

- Dingolfing
  - E-Powertrain Competence Center
    - BMW iX BEV
    - BMW 7 series BEV*
    - BMW 5 series BEV*

- Regensburg
  - BMW X1 BEV (2022)
  - battery cell coating
  - high-voltage battery assembly (2022)

- Landshut
  - e-machine
  - housing e-machine (casting)

- Leipzig
  - BMW i3 BEV
  - MINI Countryman BEV (2023)
  - battery modules

- Shenyang
  - BMW iX3 BEV
  - battery cell coating
  - battery modules
  - high-voltage battery assembly

- Regensburg
  - BMW X1 BEV (2022)

- Spartanburg
  - high-voltage battery assembly

- Leipzig
  - BMW i3 BEV
  - MINI Countryman BEV (2023)
  - battery modules

- Shenyang
  - BMW iX3 BEV
  - battery cell coating
  - battery modules
  - high-voltage battery assembly

- Thailand
  - battery modules
  - high-voltage battery assembly

- Steyr
  - housing e-machine (machining)

*Product launch schedule to be announced at a later date.
BMW CHARGING IS THE MOST COMPREHENSIVE OFFERING OF ITS KIND IN THE MARKET FOR CHARGING AT HOME AND ON THE GO.

<table>
<thead>
<tr>
<th>HOME CHARGING</th>
<th>WORKPLACE CHARGING</th>
<th>PUBLIC CHARGING</th>
<th>HIGH POWER CHARGING</th>
</tr>
</thead>
</table>
| ✓ Flexible Fast Charger | ✓ Charging portfolio for fleets:  
  ✓ Requirement analysis for fleet operator  
  ✓ Hardware installation and operations  
  ✓ Billing solutions  
  ✓ Blueprint: BMW Employee Charging | ✓ Public Charging cable (EU) ex factory  
  ✓ Access to biggest charging infrastructure with > 450,000 charging points.  
  ✓ Improved pricing logic for BMW Charging in EU decided for rollout  
  ✓ No base fee in first year | ✓ High Power Charging (HPC)  
  ✓ Access to >350 IONITY HPC stations in EU  
  (built up by end of 2021); 2,300 charging points in total  
  ✓ IONITY pricing  
  ✓ No base fee in first year |
| ✓ Choose and Charge in 29 markets until 2022 | ✓ BMW Wallbox 3.0  
  ✓ Smart partner wallbox (market-specific)  
  ✓ Installation integrated (option) | | |
| ✓ BMW Wallbox 3.0 | ✓ BMW Wallbox 3.0  
  ✓ Smart partner wallbox (market-specific)  
  ✓ Installation integrated (option) | | |
| ✓ BMW Wallbox 3.0 | ✓ BMW Wallbox 3.0  
  ✓ Smart partner wallbox (market-specific)  
  ✓ Installation integrated (option) | | |
THE BMW GROUP USES INDUSTRY & CROSS-INDUSTRY COOPERATION & PARTNERSHIPS TO PREPARE ITSELF FOR FUTURE TECHNOLOGIES AND BUSINESS OPPORTUNITIES.
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“DIGITAL EVERYWHERE” – 10,000 COLLEAGUES IN A GLOBAL DEVELOPMENT NETWORK.

The BMW Group integrates software development directly in established vehicle development processes.
DIGITALIZATION ADDRESSES THE OVERALL COMPANY. CONSISTENT DIGITALIZATION TO EXPLOIT POTENTIALS IN ALL BUSINESS SEGMENTS.

BUSINESS PROCESSES.
- SMART LOGISTICS
- INNOVATIVE AUTOMATION and ASSISTANCE SYSTEMS
- VIRTUALIZATION
- QUANTUM COMPUTING
- CATENA-X AUTOMOTIVE NETWORK

PRODUCTS.
- REMOTE SOFTWARE UPGRADE
- AUTOMATED DRIVING
- CONNECTIVITY

CUSTOMER INTERACTION.
- DIGITAL CUSTOMER EXPERIENCE
- DIGITAL AFTERSALES UPGRADES
- DIGITAL PERSONALISATION OF THE VEHICLE
- DIGITAL FINANCING PROCESS AT FINANCIAL SERVICES

FOCUS ON CUSTOMER CENTRICITY.

Amazon Alexa Car Integration.
For more than 20 different BMW models in five countries.

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

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.

Optional digital follow-up features.
Adaptive M Suspension.
Automatic sensor-controlled adaption of the suspension according to the driving style and road conditions in a fraction of a second.

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.

BMW Intelligent Personal Assistant.
New voice control functions, including opening the window, changing drive modes, new rules for automatically opening the driver’s window based on GPS position, and a new visualization with driver/passenger orientation.

eDrive Zones.
Automatically switch to all-electric driving Mode when entering "Green Zones" as a contribution for a better quality of life in urban areas.

Over 2.5 million cars capable of installing new or upgrading existing functions over the air by end of 2021!
BMW OPERATING SYSTEM 8 IS THE MOST POWERFUL AND EXTENSIVE TECHNOLOGY STACK EVER CREATED BY BMW.

- Fast, reliable data transmission using 5G mobile technology
- Over-the-air retrofitting: Functions on Demand
- Centralised network architecture and Gigabit Ethernet
- Always up to date: Remote Software Upgrade
- More apps, greater diversity: optimized third-party integration
- BMW iDrive: THE INTELLIGENT FUSION OF SENSING
- BMW Digital Key Plus with ultra-wideband radio technology
THE ALL-NEW iDRIVE – READY FOR THE FUTURE. INDIVIDUAL, INTUITIVE, INTELLIGENT, PROACTIVE, HIGH-RESOLUTION.

THE ALL-NEW BMW iDRIVE.

The easiest and most joyful user interaction ever built by BMW. Powered by BMW Operating System 8, the most powerful technology stack we ever created.
BMW AUTOMATED DRIVING ASSISTANCE IS STATE OF THE ART.

Current technology stack
35+ features
roll-out in 10 million vehicles
YOUR NOW JV: STATE-OF-THE-ART DIGITAL MOBILITY SERVICES WITH A SIGNIFICANT CUSTOMER BASE AND COVERAGE.

<table>
<thead>
<tr>
<th></th>
<th>DAIMLER</th>
<th>BMW GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREE NOW</td>
<td>REACH NOW</td>
</tr>
<tr>
<td>FREE NOW</td>
<td>97.3</td>
<td>0.4</td>
</tr>
<tr>
<td>BEAT</td>
<td>51.6</td>
<td>0.3</td>
</tr>
<tr>
<td>INTERACTIONS in millions</td>
<td>152</td>
<td>4</td>
</tr>
<tr>
<td>CUSTOMERS in millions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CITIES*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Partially data summation w/o consideration of possible redundancies.
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BMW, ROLLS-ROYCE AND BMW MOTORRAD DELIVERIES* FY 2020. DECREASE DUE TO CORONAVIRUS PANDEMIC.

2,028,841 - 7.1%
169,272 - 3.4%
292,528 - 15.8%
3,756 - 26.4%

*In connection with a review of its sales practices and related reporting practices, the BMW Group has examined prior-period vehicle delivery data and ascertained that certain vehicle deliveries were not reported in the correct periods. The BMW Group has revised its vehicle delivery data retrospectively for previous years. Further information on this matter is provided in the BMW Group Report 2020, pp.128. The BMW Group continues to develop policies and procedures relating to vehicle delivery data, whereby it is not always practicable to revise the data for prior periods. This applies in particular to minor revisions that would not have a material impact on the comparability of reporting periods.
BMW, ROLLS-ROYCE AND BMW MOTORRAD DELIVERIES* YTD-09/2021. SIGNIFICANT INCREASE.

1,703,068  
+19.3%  

156,609  
+20.8%  

224,838  
+8.0%  

4,318  
+62.9%  

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**BMW GROUP AUTOMOTIVE - BALANCED SALES FOOTPRINT. SIGNIFICANT INCREASE IN DELIVERIES* YTD-09/2021.**

<table>
<thead>
<tr>
<th>Region</th>
<th>Deliveries</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td><strong>330,513</strong></td>
<td>+31.2%</td>
</tr>
<tr>
<td>Europe</td>
<td><strong>725,721</strong></td>
<td>+11.9%</td>
</tr>
<tr>
<td>Mainland China</td>
<td><strong>670,964</strong></td>
<td>+19.7%</td>
</tr>
<tr>
<td>Rest of World</td>
<td><strong>205,026</strong></td>
<td>-15.6%</td>
</tr>
</tbody>
</table>

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**Sales figures including Rolls-Royce, Exceeds 100% due to rounding.**
## BMW GROUP AUTOMOTIVE MAJOR MARKETS. DELIVERIES* TO CUSTOMERS YTD-09/2021.

<table>
<thead>
<tr>
<th>Deliveries* of automobiles (incl. Rolls Royce)</th>
<th>YTD-09/2021</th>
<th>YTD-09/2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>725,721</td>
<td>648,494</td>
<td>+11.9</td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany**</td>
<td>201,616</td>
<td>203,442</td>
<td>-0.9</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>125,813</td>
<td>118,625</td>
<td>+6.0</td>
</tr>
<tr>
<td>Americas</td>
<td>330,513</td>
<td>251,936</td>
<td>+31.2</td>
</tr>
<tr>
<td>thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>266,833</td>
<td>200,286</td>
<td>+33.2</td>
</tr>
<tr>
<td>Asia</td>
<td>835,090</td>
<td>705,789</td>
<td>+18.3</td>
</tr>
<tr>
<td>thereof</td>
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<td></td>
</tr>
<tr>
<td>China Mainland</td>
<td>670,964</td>
<td>560,367</td>
<td>+19.7</td>
</tr>
<tr>
<td>thereof BBA retail sales</td>
<td>515,777</td>
<td>437,549</td>
<td>+17.9</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>40,900</td>
<td>31,948</td>
<td>+28.0</td>
</tr>
<tr>
<td>Total</td>
<td>1,932,224</td>
<td>1,638,167</td>
<td>+18.0</td>
</tr>
<tr>
<td>Thereof</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plug-in Hybrid Electric Vehicles (PHEV)</td>
<td>171,887</td>
<td>89,443</td>
<td>+92.2</td>
</tr>
<tr>
<td>Battery Electric Vehicles (BEV)</td>
<td>59,688</td>
<td>26,957</td>
<td>+121.4</td>
</tr>
</tbody>
</table>

*In connection with a review of its sales practices and related reporting practices, the BMW Group has examined prior-period vehicle delivery data and ascertained that certain vehicle deliveries were not reported in the correct periods. The BMW Group has revised its vehicle delivery data retrospectively for previous years. Further information on this matter is provided in the BMW Group Report 2020, pp.128. The BMW Group continues to develop policies and procedures relating to vehicle delivery data, whereby it is not always practicable to revise the data for prior periods. This applies in particular to minor revisions that would not have a material impact on the comparability of reporting periods. **Registrations
PREMIUM SEGMENT SHARE.
TOTAL MARKET 2020.

28% 27%
14% 13% 12%
11% 11% 11%
11% 11% 11%
10% 8% 8%
6% 4%

United Kingdom  Germany  Spain  China  Italy  USA  Canada  South Korea  Australia  France  Russia  South Africa  Turkey  Japan

World Average: 11.3%

Source: Global Insight 01/2021.

**Share of JV Sales** (through BMW Brilliance Automotive).

<table>
<thead>
<tr>
<th>Year</th>
<th>Import</th>
<th>JV Sales</th>
<th>Total Sales (in '000 units)</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>65.8</td>
<td>30.7</td>
<td>96.5</td>
<td>+37.5%</td>
</tr>
<tr>
<td>2009</td>
<td>35.2</td>
<td>43.7</td>
<td>78.9</td>
<td>+86.7%</td>
</tr>
<tr>
<td>2010</td>
<td>53.1</td>
<td>115.3</td>
<td>168.4</td>
<td>+37.6%</td>
</tr>
<tr>
<td>2011</td>
<td>94.4</td>
<td>138.2</td>
<td>232.6</td>
<td>+40.3%</td>
</tr>
<tr>
<td>2012</td>
<td>141.2</td>
<td>185.3</td>
<td>326.4</td>
<td>+19.7%</td>
</tr>
<tr>
<td>2013</td>
<td>198.5</td>
<td>390.7</td>
<td>589.2</td>
<td>+16.7%</td>
</tr>
<tr>
<td>2014</td>
<td>275.9</td>
<td>456.0</td>
<td>731.9</td>
<td>+1.7%</td>
</tr>
<tr>
<td>2015</td>
<td>282.0</td>
<td>463.7</td>
<td>745.7</td>
<td>+11.4%</td>
</tr>
<tr>
<td>2016</td>
<td>316.2</td>
<td>516.4</td>
<td>832.6</td>
<td>+15.1%</td>
</tr>
<tr>
<td>2017</td>
<td>384.1</td>
<td>594.4</td>
<td>978.5</td>
<td>+7.0%</td>
</tr>
<tr>
<td>2018</td>
<td>455.6</td>
<td>635.8</td>
<td>1091.4</td>
<td>+14.0%</td>
</tr>
<tr>
<td>2019</td>
<td>538.6</td>
<td>723.7</td>
<td>1262.3</td>
<td>+7.4%</td>
</tr>
<tr>
<td>2020</td>
<td>602.2</td>
<td>777.4</td>
<td>1379.6</td>
<td></td>
</tr>
</tbody>
</table>

Sales figures FY 2019. Figures not add to 100% due to rounding.

*BMW Group Investor Presentation | December 2021*
THE BMW GROUP HAS A STRONG FOOTPRINT IN CHINA.

- HIGH VOLTAGE BATTERY ASSEMBLY
- 2 VEHICLE PLANTS
- 1 ENGINE PLANT
- + 3 NEW VEHICLE PLANTS
- 4 DEVELOPMENT SITES
- 300+ 1ST TIER SUPPLIERS
- 5 REGIONAL OFFICES & 600+ SALES OUTLETS
GLOBAL PRODUCTION NETWORK FY 2020. OFFERING HIGH FLEXIBILITY.

BMW Group Investor Presentation | December 2021

*Joint venture BMW Brilliance Automotive Ltd., Shenyang
** Contract production

- 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

<table>
<thead>
<tr>
<th>Plant</th>
<th>Product Lines</th>
<th>Production (Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munich, Germany</td>
<td>BMW 3, 4 series</td>
<td>143,758</td>
</tr>
<tr>
<td>Dingolfing, Germany</td>
<td>BMW 3, 4, 5, 6, 7, 8 series</td>
<td>231,970</td>
</tr>
<tr>
<td>Regensburg, Germany</td>
<td>BMW 1, 2, 3, 4 series, X1, X2</td>
<td>199,991</td>
</tr>
<tr>
<td>Leipzig, Germany</td>
<td>BMW 1, 2 series, i3, i8</td>
<td>200,968</td>
</tr>
<tr>
<td>Rosslyn, South Africa</td>
<td>BMW X3</td>
<td>50,760</td>
</tr>
<tr>
<td>Spartanburg, USA</td>
<td>BMW X3, X4, X5, X6, X7</td>
<td>361,365</td>
</tr>
<tr>
<td>Dadong, China*</td>
<td>BMW 5 series, X3</td>
<td>291,798</td>
</tr>
<tr>
<td>Tiexi, China*</td>
<td>BMW 1, 2, 3 series, X1, X2</td>
<td>311,137</td>
</tr>
<tr>
<td>Oxford, UK</td>
<td>MINI Hatch, MINI Clubman</td>
<td>175,984</td>
</tr>
<tr>
<td>Graz, Austria (Magna Steyr)**</td>
<td>BMW 5 series</td>
<td>35,747</td>
</tr>
<tr>
<td>Born, Netherlands (VDL Nedcar)**</td>
<td>MINI Convertible, MINI Countryman, BMW X1</td>
<td>125,666</td>
</tr>
<tr>
<td>Goodwood, UK</td>
<td>Rolls-Royce</td>
<td>3,776</td>
</tr>
<tr>
<td>Assembly plants</td>
<td>Sum</td>
<td>2,255,637</td>
</tr>
</tbody>
</table>

TOTAL MANUFACTURED UNITS: 2,255,637
Global operations in
~60 countries.
~5.6 million
serviced retail contracts.
BMW MOTORRAD.
ONE BRAND. ONE PASSION. SIX WORLDS OF EXPERIENCE.
## BMW Group: Q3 2021 Key Financials

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q3 2021</th>
<th>Q3 2020</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 – Group (in m€)</td>
<td>3,417</td>
<td>2,464</td>
<td>38.7</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>12.4</td>
<td>9.4</td>
<td>+3.0% points</td>
</tr>
<tr>
<td><strong>Automotive Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales (units)*</td>
<td>593,177</td>
<td>675,592</td>
<td>-12.2</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>1,756</td>
<td>1,477</td>
<td>+18.9</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>7.8</td>
<td>6.7</td>
<td>+1.1% points</td>
</tr>
<tr>
<td><strong>Motorcycles Segment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales (units)*</td>
<td>48,999</td>
<td>52,892</td>
<td>-7.4</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>39</td>
<td>45</td>
<td>-13.3</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>6.1</td>
<td>7.1</td>
<td>-1.0% points</td>
</tr>
<tr>
<td><strong>Financial Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earnings before tax (EBIT) (in m€)</td>
<td>988</td>
<td>458</td>
<td>-</td>
</tr>
</tbody>
</table>

*In connection with a review of its sales practices and related reporting practices, the BMW Group has examined prior-period vehicle delivery data and ascertained that certain vehicle deliveries were not reported in the correct periods. The BMW Group has revised its vehicle delivery data retrospectively for previous years. Further information on this matter is provided in the BMW Group Report 2020, pp.128. The BMW Group continues to develop policies and procedures relating to vehicle delivery data, whereby it is not always practicable to revise the data for prior periods. This applies in particular to minor revisions that would not have a material impact on the comparability of reporting periods.*
### BMW GROUP.
#### 9M 2021 KEY FINANCIALS.

<table>
<thead>
<tr>
<th></th>
<th>9M 2021</th>
<th>9M 2020</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 – Group (in m€)</td>
<td>13,153</td>
<td>2,962</td>
<td>-</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>15.9</td>
<td>4.3</td>
<td>+11.6% points</td>
</tr>
</tbody>
</table>

#### Automotive Segment

<table>
<thead>
<tr>
<th></th>
<th>9M 2021</th>
<th>9M 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)*</td>
<td>1,932,224</td>
<td>1,638,167</td>
<td>+18.0</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>7,945</td>
<td>152</td>
<td>-</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>11.3</td>
<td>0.3</td>
<td>+11.0% points</td>
</tr>
</tbody>
</table>

#### Motorcycles Segment

<table>
<thead>
<tr>
<th></th>
<th>9M 2021</th>
<th>9M 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)*</td>
<td>156,609</td>
<td>129,599</td>
<td>+20.8</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>323</td>
<td>110</td>
<td>-</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>14.3</td>
<td>6.4</td>
<td>+7.9% points</td>
</tr>
</tbody>
</table>

#### Financial Services

<table>
<thead>
<tr>
<th></th>
<th>9M 2021</th>
<th>9M 2020</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax (EBT) (in m€)</td>
<td>2,924</td>
<td>1,039</td>
<td>-</td>
</tr>
</tbody>
</table>

*In connection with a review of its sales practices and related reporting practices, the BMW Group has examined prior-period vehicle delivery data and ascertained that certain vehicle deliveries were not reported in the correct periods. The BMW Group has revised its vehicle delivery data retrospectively for previous years. Further information on this matter is provided in the BMW Group Report 2020, pp.128. The BMW Group continues to develop policies and procedures relating to vehicle delivery data, whereby it is not always practicable to revise the data for prior periods. This applies in particular to minor revisions that would not have a material impact on the comparability of reporting periods.
## BMW Group FY 2020 Key Financials

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax (EBT) – Group (in m€)</td>
<td>5,222</td>
<td>7,118</td>
<td>-26.6</td>
</tr>
<tr>
<td>EBT margin (in %) – Group</td>
<td>5.3</td>
<td>6.8</td>
<td>-1.5 % points</td>
</tr>
<tr>
<td>Payout Ratio (in %) – Group</td>
<td>32.5</td>
<td>32.8</td>
<td>-0.3 % points</td>
</tr>
</tbody>
</table>

### Automotive Segment

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)*</td>
<td>2,325,179</td>
<td>2,537,504</td>
<td>-8.4</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>2,162</td>
<td>4,499</td>
<td>-51.9</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>2.7</td>
<td>4.9</td>
<td>-2.2 % points</td>
</tr>
<tr>
<td>Net financial assets (m€)</td>
<td>18,462</td>
<td>17,577</td>
<td>+5.0</td>
</tr>
</tbody>
</table>

### Motorcycles Segment

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (units)*</td>
<td>169,272</td>
<td>175,162</td>
<td>-3.4</td>
</tr>
<tr>
<td>Earnings before interest and tax (EBIT) (in m€)</td>
<td>103</td>
<td>194</td>
<td>-46.9</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>4.5</td>
<td>8.2</td>
<td>-3.7 % points</td>
</tr>
</tbody>
</table>

### Financial Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings before tax (EBT) (in m€)</td>
<td>1,725</td>
<td>2,272</td>
<td>-24.1</td>
</tr>
<tr>
<td>Return on Equity (in %)</td>
<td>11.2</td>
<td>15.0</td>
<td>-3.8 % points</td>
</tr>
<tr>
<td>Penetration rate (in %)</td>
<td>49.8</td>
<td>52.2</td>
<td>-2.4 % points</td>
</tr>
<tr>
<td>Credit loss ratio (in %)</td>
<td>0.21</td>
<td>0.26</td>
<td>-0.05 % points</td>
</tr>
</tbody>
</table>

*In connection with a review of its sales practices and related reporting practices, the BMW Group has examined prior-period vehicle delivery data and ascertained that certain vehicle deliveries were not reported in the correct periods. The BMW Group has revised its vehicle delivery data retrospectively for previous years. Further information on this matter is provided in the BMW Group Report 2020, pp.128. The BMW Group continues to develop policies and procedures relating to vehicle delivery data, whereby it is not always practicable to revise the data for prior periods. This applies in particular to minor revisions that would not have a material impact on the comparability of reporting periods.
**AUTOMOTIVE SEGMENT.**

**EBIT MARGIN.**

**EBIT margin.**

[in %]

- 2010: 8.0%
- 2011: 11.8%
- 2012: 10.8%
- 2013*: 9.4%
- 2014: 9.6%
- 2015: 9.2%
- 2016: 8.9%
- 2017**: 9.2%
- 2018: 7.2%
- 2019: 4.9%
- 2020: 2.7%
- 2021: ?%

---

Guidance for 2021*:

9.5% – 10.5%.

Mid-term target ratio:

8% – 10%.

---

* Including an increase by around 1 percentage point due to the revaluation of the provision for the ongoing EU antitrust proceedings.

** 2013 figures have been adjusted in accordance with IAS 8.

*** Adjusted value for 2017 in accordance with IFRS 15.
CONSISTENTLY RELIABLE DIVIDEND PAYOUTS TO OUR SHAREHOLDERS. STRATEGIC TARGET PAYOUT RATIO: 30-40%.

Total Dividend payout to BMW AG shareholders [in m€]

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend per ordinary share [in €]</th>
<th>Payout ratio * [in %]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2.30</td>
<td>30.7</td>
</tr>
<tr>
<td>2012</td>
<td>2.50</td>
<td>32.1</td>
</tr>
<tr>
<td>2013</td>
<td>2.60</td>
<td>32.0</td>
</tr>
<tr>
<td>2014</td>
<td>2.90</td>
<td>32.7</td>
</tr>
<tr>
<td>2015</td>
<td>3.20</td>
<td>32.9</td>
</tr>
<tr>
<td>2016</td>
<td>3.50</td>
<td>33.3</td>
</tr>
<tr>
<td>2017</td>
<td>4.00</td>
<td>30.2</td>
</tr>
<tr>
<td>2018</td>
<td>3.50</td>
<td>32.0</td>
</tr>
<tr>
<td>2019</td>
<td>2.50</td>
<td>32.8</td>
</tr>
<tr>
<td>2020</td>
<td>1.90</td>
<td>32.5</td>
</tr>
</tbody>
</table>

Payout ratio: total dividend payout to BMW AG shareholders divided by Group net profit / loss.
**THE BMW GROUP IS COMMITTED TO PLAYING A KEY ROLE IN TOMORROW’S MOBILITY.**

### R&D Expenditure.*

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditure (in m€, HGB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>3.144</td>
</tr>
<tr>
<td>2008</td>
<td>2.864</td>
</tr>
<tr>
<td>2009</td>
<td>2.448</td>
</tr>
<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>
</tr>
<tr>
<td>2016</td>
<td>5.164</td>
</tr>
<tr>
<td>2017</td>
<td>6.108</td>
</tr>
<tr>
<td>2018</td>
<td>6.890</td>
</tr>
<tr>
<td>2019</td>
<td>6.419</td>
</tr>
<tr>
<td>2020</td>
<td>6.279</td>
</tr>
</tbody>
</table>

### R&D Ratio.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio (in %, HGB)</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<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>
</tr>
<tr>
<td>2020</td>
<td>6.3</td>
</tr>
</tbody>
</table>

---

The R&D ratio is expected to remain at prior year's level in 2021. The capitalization ratio in 2021 is expected to be within a corridor of 35-40%.

---

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.
BMW Group Capital Expenditure.*
[in m€]

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital Expenditure</th>
</tr>
</thead>
<tbody>
<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>2.720</td>
</tr>
<tr>
<td>2011**</td>
<td>4.151</td>
</tr>
<tr>
<td>2012</td>
<td>4.967</td>
</tr>
<tr>
<td>2013***</td>
<td>5.4</td>
</tr>
<tr>
<td>2014</td>
<td>5.7</td>
</tr>
<tr>
<td>2015</td>
<td>4.601</td>
</tr>
<tr>
<td>2016</td>
<td>3.826</td>
</tr>
<tr>
<td>2017</td>
<td>3.731</td>
</tr>
<tr>
<td>2018</td>
<td>4.688</td>
</tr>
<tr>
<td>2019****</td>
<td>5.650</td>
</tr>
<tr>
<td>2020</td>
<td>3.922</td>
</tr>
</tbody>
</table>

Capex Ratio.**
[in %]

<table>
<thead>
<tr>
<th>Year</th>
<th>Capex Ratio</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td>2016</td>
<td>4,0</td>
</tr>
<tr>
<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>
<tr>
<td>2020</td>
<td>4,0</td>
</tr>
</tbody>
</table>

We expect the capex ratio for FY-2021 to be at least on the level of the FY-2020.

Long-term target ratio: <5%.

TIGHT MANAGEMENT OF CAPITAL EXPENDITURE TO ACHIEVE TARGET RATIO.

* 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.
**SIGNIFICANT CONTRIBUTION OF FINANCIAL SERVICES TO BMW GROUP PROFIT.**

**Earnings before Tax (EBT) Financial Services.**

<table>
<thead>
<tr>
<th>Year</th>
<th>[in m€]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,619</td>
</tr>
<tr>
<td>2014</td>
<td>1,723</td>
</tr>
<tr>
<td>2015</td>
<td>1,975</td>
</tr>
<tr>
<td>2016</td>
<td>2,166</td>
</tr>
<tr>
<td>2017</td>
<td>2,207</td>
</tr>
<tr>
<td>2018</td>
<td>2,143</td>
</tr>
<tr>
<td>2019</td>
<td>2,272</td>
</tr>
<tr>
<td>2020</td>
<td>1,725</td>
</tr>
</tbody>
</table>

**Return on Equity.**

<table>
<thead>
<tr>
<th>Year</th>
<th>[in %]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>18,1</td>
</tr>
<tr>
<td>2017</td>
<td>14,8</td>
</tr>
<tr>
<td>2018</td>
<td>15,0</td>
</tr>
<tr>
<td>2019</td>
<td>11,2</td>
</tr>
<tr>
<td>2020</td>
<td>12,0</td>
</tr>
</tbody>
</table>

We expect the RoE for FY-2021 in a corridor of 20 and 23% clearly above the strategic target of at least 14%.
BMW GROUP FINANCIAL SERVICES.
DEVELOPMENT OF CREDIT LOSS RATIO.

Credit loss ratio.*
[in %]

<table>
<thead>
<tr>
<th>Year</th>
<th>Credit Loss Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>0.46</td>
</tr>
<tr>
<td>2008</td>
<td>0.59</td>
</tr>
<tr>
<td>2009</td>
<td>0.84</td>
</tr>
<tr>
<td>2010</td>
<td>0.67</td>
</tr>
<tr>
<td>2011</td>
<td>0.49</td>
</tr>
<tr>
<td>2012</td>
<td>0.48</td>
</tr>
<tr>
<td>2013</td>
<td>0.46</td>
</tr>
<tr>
<td>2014</td>
<td>0.50</td>
</tr>
<tr>
<td>2015</td>
<td>0.37</td>
</tr>
<tr>
<td>2016</td>
<td>0.32</td>
</tr>
<tr>
<td>2017</td>
<td>0.34</td>
</tr>
<tr>
<td>2018</td>
<td>0.25</td>
</tr>
<tr>
<td>2019</td>
<td>0.26</td>
</tr>
<tr>
<td>2020</td>
<td>0.21</td>
</tr>
</tbody>
</table>

* Loss Ratio: credit losses in relation to the average serviced portfolio. Credit losses: all write offs, including 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.
FREE CASH FLOW. AUTOMOTIVE SEGMENT.

Free Cash Flow (Automotive).*
[in m€]

Long-term target: >3 billion.

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2.277</td>
</tr>
<tr>
<td>2008</td>
<td>1.456</td>
</tr>
<tr>
<td>2009**</td>
<td>4.471</td>
</tr>
<tr>
<td>2010</td>
<td>3.166</td>
</tr>
<tr>
<td>2011**</td>
<td>3.809</td>
</tr>
<tr>
<td>2012</td>
<td>3.003</td>
</tr>
<tr>
<td>2013**</td>
<td>3.481</td>
</tr>
<tr>
<td>2014</td>
<td>5.404</td>
</tr>
<tr>
<td>2015</td>
<td>5.792</td>
</tr>
<tr>
<td>2016</td>
<td>4.459</td>
</tr>
<tr>
<td>2017</td>
<td>2.713</td>
</tr>
<tr>
<td>2018</td>
<td>2.567</td>
</tr>
<tr>
<td>2019</td>
<td>3.395</td>
</tr>
<tr>
<td>2020</td>
<td></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. 2007 & 2008 as reported, 2009 & 2011 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 PERFORMANCE PROGRAMME CONTRIBUTES SUBSTANTIALLY TO OUR EARNINGS AND FREE CASHFLOW.

Further development of the programme with additional content will continue to show its effects in 2022 and subsequent years.

IMPROVE SALES PERFORMANCE
Steering of sales activities even more granular and in real time – at the level of sales channel, markets and models.
Re-allocating volumes to markets with high contribution margins and reducing cost of retail.
Worldwide rollout of all performance levers on track.

OPTIMISE PRODUCT OFFER AND COMPLEXITY
Reduction of drive train variants by up to 50% until 2025.
Customer centric offer structure: more transparency for customers, easier vehicle configuration and better equipped base vehicle.

DECREASE PROPORTIONAL AND FIXED COSTS
Continuation of our measures to optimise our personnel structures and reduce costs with long-term effect.
By 2025 reduction of production costs per vehicle by 25% (compared to 2019 level).

OPTIMISE INVESTMENT AND WORKING CAPITAL
Optimisation of product planning at early stage for efficient plant integration and investment.
Increase share of modular systems with additional effects in purchasing through economies of scale.
Further optimisation of working capital (e.g. in finished goods).

Agenda of the performance programme – selected examples.
OUTLOOK 2021.

AUTOMOTIVE

- Solid increase in deliveries\(^1\)
- Significant increase in share of electrified vehicles in deliveries
- Significant decrease CO\(_2\)-Emissions New Vehicle Fleet\(^2\)
- Moderate decrease in CO\(_2\) emissions per vehicle produced\(^3\)
- EBIT-margin\(^4\) between 9.5 and 10.5%
- Significant increase in Return on capital employed\(^5\)

MOTORCYCLES

- Significant increase in deliveries
- EBIT-margin between 8 and 10%
- Significant increase in Return on capital employed\(^6\)

FINANCIAL SERVICES

- Return on equity between 20 and 23%

BMW GROUP

- Significant increase in Profit before tax
- Slight decrease in workforce at year-end
- Slight increase in share of women in management positions in the BMW Group

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\(^1\) Including the joint venture BMW Brilliance Automotive Ltd., Shenyang (2020: 602,247 units).

\(^2\) EU including Norway and Iceland; since 2018 value converted WLTP (Worldwide Harmonised Light Vehicles Test Procedure) basis.

\(^3\) Efficiency indicator calculated from Scope 1 and Scope 2 CO\(_2\) emissions (market-based method according to GHG Protocol Scope 2 Guidance. Other climate-impacting gases than CO\(_2\) not included) from vehicle production, without motorcycles, minus CHP losses divided by the total number of vehicles produced, incl. BMW Brilliance Automotive Ltd. joint venture, Shenyang, not including the vehicles from the Magna Steyr and Nedcar contract production plants.

\(^4\) Including an increase of around 1 percentage point from the partial release of the provision in conjunction with EU antitrust proceedings.

\(^5\) Unlike the other key performance indicators, the RoCE forecast for the Automotive and Motorcycles segments is based on the change in percentage points.
BMW Group Investor Presentation | December 2021

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>
<td></td>
</tr>
<tr>
<td>Fed Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brokered Certificate of Deposits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

BMW Group continues to target a well diversified debt structure.

Financial Debt as of FY 2020

- Bonds: 55.2%
- ABS: 18.3%
- Liabilities from customer deposits: 16.0%
- Liabilities to banks: 8.8%
- Commercial paper: 0.5%
- Other: 1.2%

Sum: €103 bn.
CORPORATE FINANCE ENSURES SOLVENCY AT ANY TIME.
MANAGING RISK ALONG THE ENTIRE VALUE CHAIN.

**Financial Risk**
- Solvent
- Independent
- Flexible
- Value Oriented

**Liquidity**
- Minimum Liquidity Concept
- Target Debt Structure
- Financing Follows Markets

**Currencies**
- Increasing planning security
- Reducing earnings risk
- Maintaining opportunities

**Commodities**
- Selective Approach
- Relative Value
- Natural Hedging

**Interest Rates**
- Asset-Liability-Studies
- Liability-driven investment
- Lifecycle concept

**Strategic Direction**
- Yield oriented
- Risk optimized
- Chances

**Operational Implementation**
- Asset-Management

**Sustainability & Governance**
- Asset Management
- Research & Development
- Supply Chain
- Production
- Sales & Marketing
- Financial Services
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
- BMW Bank Munich
- 10 bn. INR CP Program
- Treasury Center Asia
- Singapore
- 2.5 bn. AMTN Program
- Asset Backed Securities
- Financial and Panda Bond
- Asset Backed Securities
- Treasury Center China
- Beijing
- Treasury Center Europa
- Den Haag
- BMW Group Treasury
- Munich
- 50 bn. EMTN Program
- 5 bn. EUR & 2 bn. French CP Program
- Asset Backed Securities
BMW GROUP INVESTOR RELATIONS.
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ir@bmwgroup.com
**BMW GROUP INVESTOR RELATIONS.**
**FINANCIAL CALENDAR 2022.**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.03.2022</td>
<td>BMW Group Report 2021</td>
</tr>
<tr>
<td>17.03.2022</td>
<td>BMW Group Annual Conference - Analyst and Investor Day</td>
</tr>
<tr>
<td>05.05.2022</td>
<td>Quarterly Statement to 31 March 2022</td>
</tr>
<tr>
<td>11.05.2022</td>
<td>Annual General Meeting 2022</td>
</tr>
<tr>
<td>03.08.2022</td>
<td>Half-Year Report to 30 June 2022</td>
</tr>
<tr>
<td>03.11.2022</td>
<td>Quarterly Statement to 30 September 2022</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>04.-05.11.2021</td>
<td>CFO Virtual Roadshow USA Eastcoast</td>
</tr>
<tr>
<td>12.11.2021</td>
<td>CFO Roadshow London</td>
</tr>
<tr>
<td>16.11.2021</td>
<td>Metzler CFO-Dialogue, Frankfurt</td>
</tr>
<tr>
<td>17.-18.11.2021</td>
<td>Barclays Global Automotive Conference</td>
</tr>
<tr>
<td>18.11.2021</td>
<td>Banco Sabadell European Investors Seminar</td>
</tr>
<tr>
<td><strong>26.11.2021</strong></td>
<td><strong>BMW Group Virtual Analyst and Investor Event: „How to secure battery cell supply in a BEV world? The BMW way of doing it sustainably.“</strong></td>
</tr>
<tr>
<td>02.-03.12.2021</td>
<td>Goldman Sachs Global Automotive Conference</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