

**BMW  
GROUP**



**ROLLS-ROYCE**  
MOTOR CARS LTD



# THE BMW GROUP – RETHINKING PREMIUM INDIVIDUAL MOBILITY FOR THE NEXT 100 YEARS.

INVESTOR RELATIONS PRESENTATION.

January 2025.

The background of the slide is a photograph of the interior of a modern car, likely a BMW. A large infotainment screen is visible, displaying a high-angle, nighttime view of a city skyline with illuminated buildings. The car's interior features light-colored leather seats and a dark dashboard. The overall lighting is dim, emphasizing the screen and the car's design.

WE MAKE INDIVIDUAL MOBILITY MORE HUMAN, INTELLIGENT AND RESPONSIBLE –  
CREATING AN INSPIRING FUTURE FOR ALL OF US.

**IMPACT.**

OUR PATH TO  
THE FUTURE.

**STRATEGY.**

BRANDS | PRODUCTS | DIGITALIZATION  
SUSTAINABILITY | FOOTPRINT | PEOPLE

**FINANCIALS.**

OUR ROBUST  
RESULTS.

# WE ARE THOUGHT LEADERS AND SET STANDARDS FOR TOMORROW'S INDIVIDUAL MOBILITY MERGING JOY AND RESPONSIBILITY.

Outstanding, thrilling, individual mobility products and services for customers worldwide.

Powerful innovations and passion to shape a holistically sustainable company.

Financial stability due to a strong balance sheet and attractive stakeholder returns.

**IMPACT.**  
**OUR PATH TO  
THE FUTURE.**



# WE USE OUR POWERFUL INNOVATIONS, OUR PASSION AND OUR FINANCIAL RESILIENCE TO SHAPE THE FUTURE OF SUSTAINABLE MOBILITY.

We make individual mobility **more human, intelligent and responsible** – creating an inspiring future for all of us.

We focus on **our customers** and meet their differing needs around the world.

We reconcile economy, ecology and society contributing to the sustainable development of **our planet** - on the way to full climate neutrality by 2050.

**Our values** are the basis for our daily work and we work hand in hand with all internal and external stakeholders.

**Socially accountable.**

**Holistic.**

**Cost-effective.**

We emphasize a **superior profitability** and **strong shareholder returns** while maintaining a **financial resilience** with industry-leading credit ratings.



# NEUE KLASSE IS THE NEXT LEVEL MOBILITY IN 2025 WHICH DRIVES PROGRESS ON BOTH A PRODUCT AND A COMPANY LEVEL.

**ELECTRIC.** Taking efficiency of BEVs to a new dimension. Aim of matching range and margins with ICEs on a medium term.

**DIGITAL.** Completely novel and immersive user experience with a new quality of human-car-connection.

**CIRCULAR.** Further enhanced use of innovative materials and processes to reduce the carbon footprint.<sup>1</sup>

Developing our flexible production network to a globally connected iFactory leveraging digitalization & virtual reality in all divisions.

From a collaborative organization to new working models and clustering of development, production & purchase expert teams.



<sup>1</sup>In relation to raw materials, production, use phase and recyclability.

# THE VISION NEUE KLASSE BUNDLES BMW'S INNOVATIVE STRENGTH IN THE CORE AREAS OF ELECTRIFICATION, DIGITALIZATION AND CIRCULARITY.

## Fully-electric vehicle architecture.

Uncompromisingly optimized for **electric drivetrains**. Scalable technology clusters – highly innovative components and digital modules – can be integrated in all segments and models allowing outstanding vehicle performance.

## Major technological leap.

Optimization of weight, air and rolling resistance as well as intelligent heat management.

- Wheels, brakes and tires **save >9 wh/km**,
- New heat pump and improved air streams **add +40% efficiency** in winter,
- Heating and cooling components **weight -25%** result in **-20% in costs**.



## Ground-breaking features.

Typical BMW driving pleasure and emotional design enriched with novel user experience via the BMW Panoramic Vision, Central Display, 3D Head-up Display and multifunction buttons on the steering wheel.

<sup>1</sup>All numbers in comparison to the status quo.

# THE BMW GROUP SETS ICONIC IMPULSES BY RETHINKING PREMIUM INDIVIDUAL MOBILITY CONSTANTLY AND DISTINCTIVELY FOR ALL ITS BRANDS.

Strong brand design to transform customers' dreams into reality, today and in the future.

Focus on electrification – in chorus with demand-oriented offers of other powertrains.

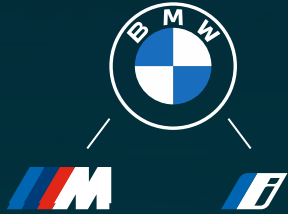
Continuously developing battery generations while balancing costs and sustainability.

**STRATEGY.**  
**BRANDS.**  
**PRODUCTS.**



# WE ARE MORE THAN THE SUM OF THE BRANDS AND OUR BRANDS ARE STRONG ASSETS WHICH WE EVOLVE IN AN EVER-CHANGING WORLD.

**BMW  
GROUP**



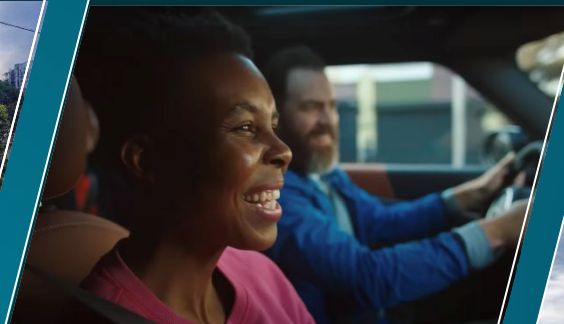
**FREUDE**



The emotional premium car brand ensuring driving pleasure for future generations.



**BIG LOVE**



The most loved urban small car brand.

**ROLLS-ROYCE**  
MOTOR CARS

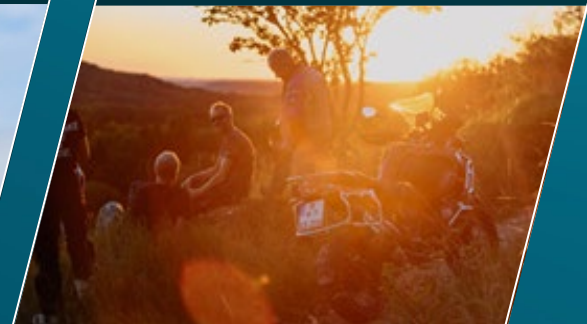
**INSPIRING  
GREATNESS**



The pinnacle of luxury.



**MAKE LIFE  
A RIDE**



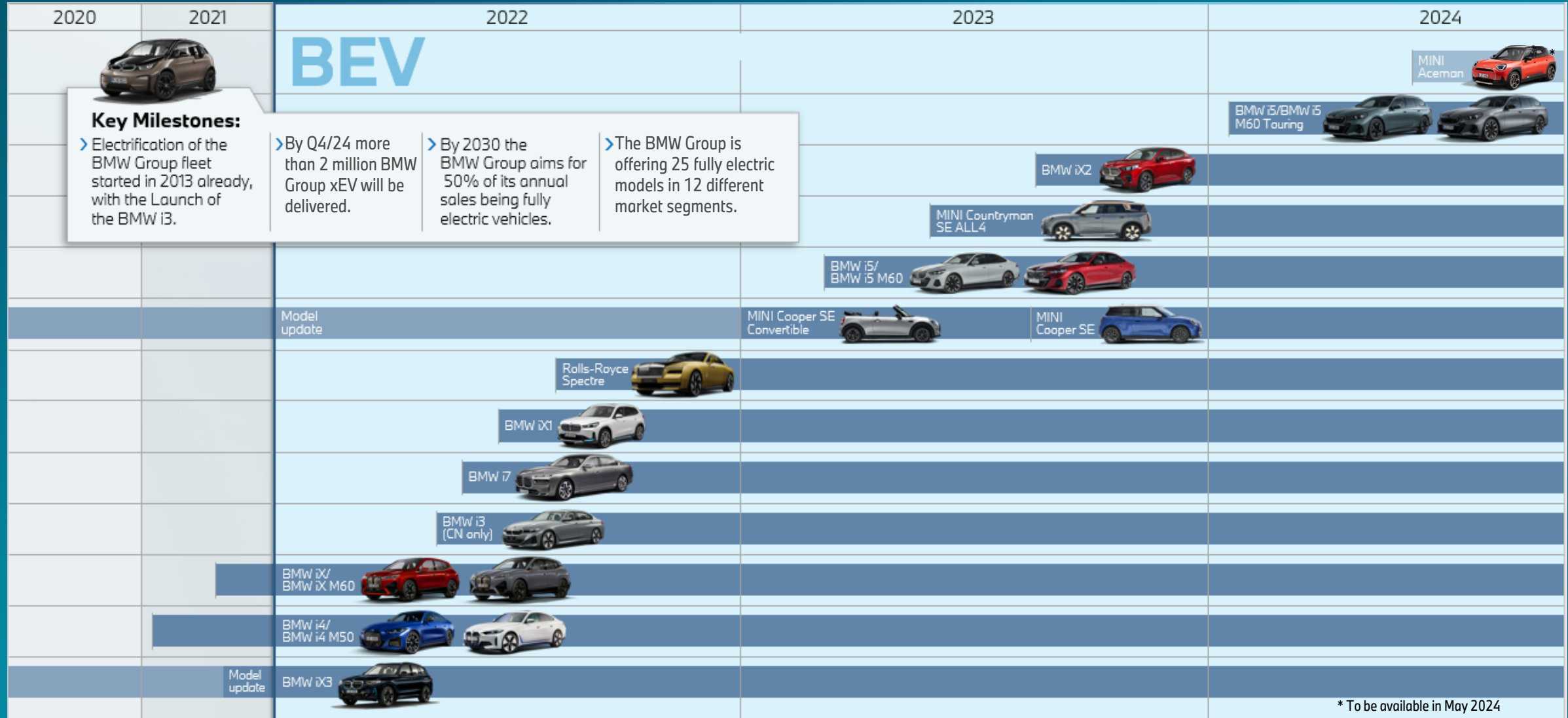
The premium motorcycle experience brand.

# WE DESIGN INSPIRING PREMIUM VEHICLES WITH AUTHENTIC, EMOTIONAL CHARACTER THAT PROVIDE DEMAND-ORIENTED OFFERS ACROSS POWERTRAINS.



L = Long version | ICE Internal Combustion Engine | BEV Battery Electric Vehicle | PHEV Plug-in Hybrid.

# BMW HAS AN EXPANSIVE MODEL LINEUP FOR BATTERY ELECTRIC VEHICLES, COVERING ALL SEGMENTS.



# WE HAVE A COMPELLING FAMILY OF BATTERY-ELECTRIC VEHICLES WITH AT LEAST ONE BEV MODEL AVAILABLE IN ALL MAJOR SEGMENTS.

Pioneer  
since  
2013.

We **increased sales of all-electric cars** (BEVs) in 2024 (+13.5%).

We **achieved 17.4% all-electric cars as proportion of our total sales in 2024.**

**By 2030** we expect BEVs will account for **>50% of global sales** and will be available for 100% of today's market segments.



# WE ARE RAMPING UP OUR GLOBAL NETWORK FOR THE PRODUCTION OF HIGH-VOLTAGE BATTERIES.



## Battery technology

GEN5

GEN6

\* Battery Cell Competence Centre.  
\*\* Cell Manufacturing Competence Centre.

# WE MAKE A STEP CHANGE WITH EACH BATTERY GENERATION AND THE NEXT WILL BE CO<sub>2</sub>-REDUCED, RESOURCE-EFFICIENT AND AT MUCH LOWER COST.

We took the strategic decision to introduce a **cylindrical battery cell** design for our 6<sup>th</sup> generation coming in 2025.

**+30% range**

**-30% charging time**

**-40 to 50% cost on pack level and drivetrain\***

**Production of battery cells with 100% electricity from renewable sources.**

**Long term in-house competence** from molecules to cell and from basic research to application.

**Integration.**

**Safety.**

**Sustainability.**

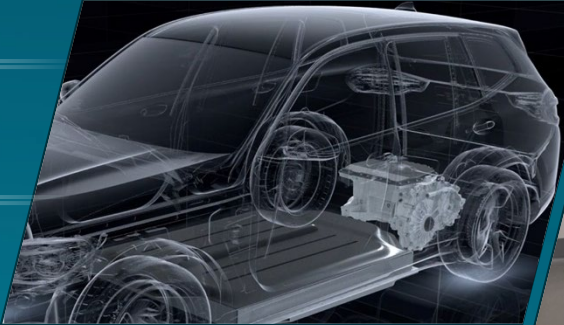
**Energy.**

\* Estimate based on comparable e-range and scope of components compared to the current Gen5 eDrive System comprising of the high-voltage battery pack and the electric drivetrain.

All numbers refer to base year 2019.

# BATTERY SYSTEM DEVELOPMENT – EACH GENERATION DEFINED BY REQUIREMENTS, TECHNICAL ADVANCES AS WELL AS REGULATORY MEASURES.

## INTEGRATION.



High integration to optimize battery system energy per volume (e.g. cell-to-pack, pack-to-chassis).  
Different structural requirements for cells as consequence.

## ENERGY.



Higher capacity materials and optimized cell filling factor.

## SAFETY.



Safety on battery system level has highest priority.  
Best solution:  
"propagation stop".

## SUSTAINABILITY.



Better carbon footprint declaration 2024 onwards.  
Amount of recycle used and recycling rates will become regulated for most relevant materials.

**Trends/changes** in requirements **influence** the **cell technology choice** (pouch, cylindrical, prismatic)

# BMW GROUP IS LEVERAGING IN-HOUSE EXPERTISE TO PROVIDE MAXIMUM SUPPORT FOR INDUSTRIALISATION AND RAMP-UP OF PARTNER CELL FACTORIES.



In-house Competence:  
Battery Cell Competence Centre &  
Cell Manufacturing Competence Centre.

Enabling of Partners.

Start of Production.



# WE ARE COMMITTED TO THE PARIS AGREEMENT. OUR INTEGRATED REPORT OFFERS BROAD TRANSPARENCY.

The BMW Group is committed to the **Paris Climate Agreement** and to being **net zero by 2050** at the latest

We are aiming to reduce our **overall CO<sub>2</sub> footprint per vehicle by 40%** across the entire value chain by 2030 (vs. 2019 levels).

Approximately **39% of the total variable target remuneration** of the Board members is linked to ESG targets.

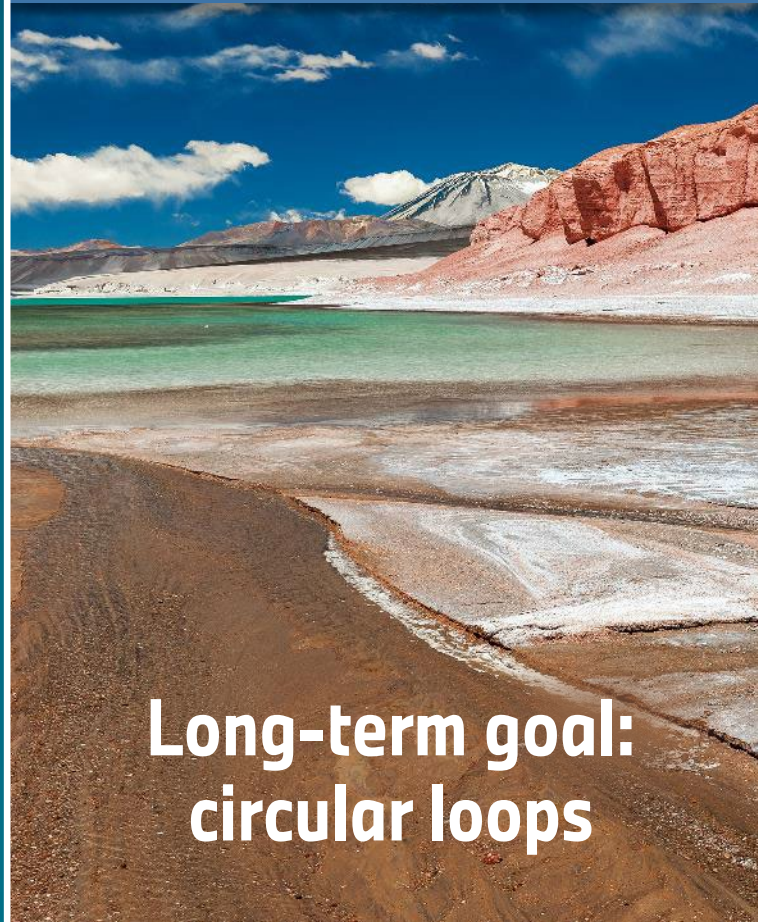
# FOCUS ON SUSTAINABILITY: CO<sub>2</sub>-REDUCED PRODUCTION USING GREEN POWER AND SECONDARY MATERIAL.

CO<sub>2</sub> reductions  
in supply chain.



CO<sub>2</sub> reductions  
in cell production

Environmental and social  
standards in supplier network.



Long-term goal:  
circular loops

Circular economy,  
resource efficiency.



Secondary  
material

# HYDROGEN FUEL CELL TECHNOLOGY HAS THE POTENTIAL TO SERVE AS ANOTHER PILLAR IN THE BMW GROUP'S FUTURE DRIVE SYSTEM PORTFOLIO.

Zero emission.

Great acceleration.

H<sub>2</sub>.

Short refueling.

BMW plans to launch its **first-ever series production fuel cell electric vehicle in 2028**, offering customers an additional all-electric powertrain **option with zero local emissions**.

An **iX5 hydrogen pilot fleet** is currently in action in Europe, Japan, Korea, China, the USA and the Middle East to gain experience on everyday usability.



## Strategic Cooperation.

We partner with Toyota to jointly develop fuel cell technology.



# THE BMW GROUP SETS STANDARDS IN DIGITALIZATION, VEHICLE CONNECTIVITY AND HOLISTIC RESOURCE MANAGEMENT.

Comprehensive and intuitive user interfaces and state-of-the-art software development.

Leading in the OTA<sup>1</sup> upgrade business with the world's largest fully upgradeable fleet.

Protecting natural resources and critical raw materials by implementing 'secondary first'.

**STRATEGY.**  
**DIGITALIZATION.**  
**SUSTAINABILITY.**



<sup>1</sup>OTA: Over-The-Air.

OUR VEHICLE USER EXPERIENCE IS WITHOUT COMPROMISE AND GIVES OUR CUSTOMERS THE FULL CONTROL.



# WE HAVE FULL CONTROL OVER OUR DIGITAL CAR TECH STACK FOR SEVERAL GENERATIONS ALREADY.



<sup>1</sup>UI: User Interface. <sup>2</sup>ADAS: Advanced Driver Assistance System. <sup>3</sup>CPU/GPU: Central Processing Unit / Graphics Processing Unit.

# WE WILL DELIVER A DIFFERENTIATED DIGITAL OFFER TO INDIVIDUALS BASED ON A COMMON DIGITAL OPERATING LOGIC USING OUR NEW USER INTERFACE.

**Touch optimized.**

**Intuitive.**

**Comprehensive.**

We are **continuously improving our infotainment HMI<sup>1</sup>** - no matter whether compact, middle or upper class segment. BMW Operating Systems (OS) stand for an **unmistakable digital driving experience** with BMW iDrive.

The new **OS8.5** is gradually introduced in all BMW midsize, executive & luxury models and continues to be based on **Linux**.

**OS9** builds on **AOSP<sup>2</sup>** serving BMW & MINI mid & compact class vehicles mid of 2023 on, impressing with a content-driven setup.



<sup>1</sup>HMI: Human Machine Interface. | <sup>2</sup>AOSP: Android Open Source Project.

# OUR BMW OPERATING SYSTEMS ARE THE MOST POWERFUL, COMPREHENSIVE TECHNOLOGY PACKAGES EVER DEVELOPED BY BMW.



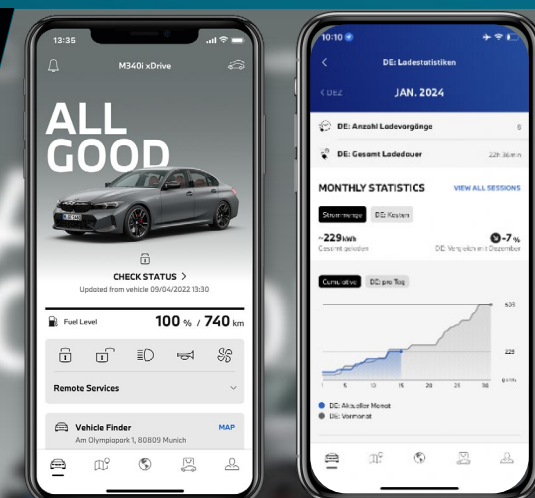
**BMW iDrive** addresses the top needs of our customers: Modern interior paired with an intuitive and easy to use operating system.

Profound partnerships with different leading global tech players. Customers can use their personal favorite apps and services.



The **NEUE KLASSE** will set the benchmark for a holistic user experience featured by the fascinating new BMW iDrive Technology.

MY BMW/MINI App become the leading interaction channel. Enabler for Engagement, Transactions and Sales.



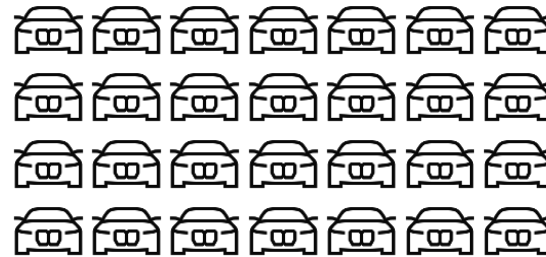
# WE HAVE THE LARGEST UPGRADEABLE FLEET IN THE WORLD, LEADING THE WAY INTO THE AGE OF OVER-THE-AIR UPDATES SINCE 2019.

## GET MORE...

- + Features
  - + Performance
  - + Convenience
  - + Intelligence
  - + Security
- = **POSSIBILITIES**

## LARGEST FLEET WORDLWIDE

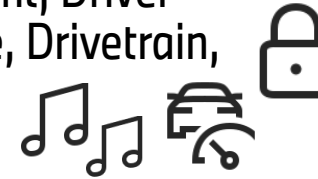
8+ Mio vehicles



## >120 FEATURE & QUALITY UPGRADES

(since 2019!)

All Functional Domains:  
Infotainment, Driver  
Assistance, Drivetrain,  
Security.



### REMOTE SOFTWARE UPGRADE

Installed version: 07/2021.5

Searching for upgrades...

The search runs in the background whilst driving and may take some time.

Search for upgrades

## 45+ MODELS WORLDWIDE

All powertrains  
and variants



ICE



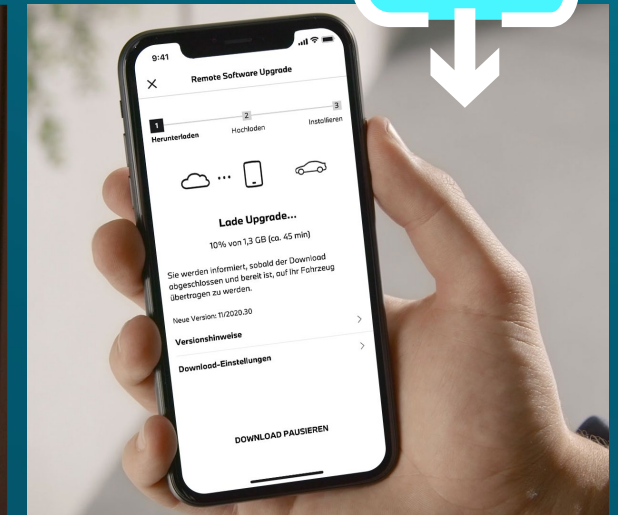
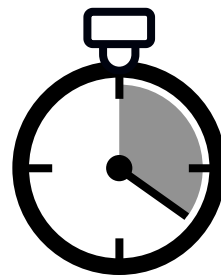
PHEV



BEV

## < 20 MINS INSTALLATION

Fast & schedulable



# OUR CONNECTED FLEET IS THE LARGEST IN THE WORLD AND REACHES ALMOST 22 MILLION VEHICLES IN 95 COUNTRIES, SENDING 12 BN REQUESTS EVERY DAY.

**Data protection.**

**Established.**

**Superior.**

We focus on **improved customer experience** and **scalable cloud technologies** which safeguard the long-term availability of digital products and services.

We use **anonymized real life data** from vehicles to enhance our continuous development activities with data protection as top priority.

Our **strategic partnership** with Amazon Web Services brings new cloud technologies for fast and reliable availability of digital innovations.

WE HAVE A STRONG HISTORY IN DRIVER ASSISTANCE DEVELOPMENT AND ALWAYS  
FOCUS ON SAFETY AND CUSTOMER BENEFITS.



# PINNACLE L2+ AND L3 DRIVING FEATURES REDUCE THE COMPLEXITY OF DRIVING IN REPETITIVE AND EXHAUSTING SITUATIONS.

## Level 2+ Highway Assistant<sup>1</sup>

We are the first automaker to be approved for hands-free driving up to 130kph improving driver comfort on long-distance drives.

In addition, we are the first offering the active lane change, with view-confirmation.

## Level 3 Automated Driving<sup>2</sup>

Bringing hands-free, eyes-off driving on highways to selected vehicles and enabling entertainment, productivity or relaxation for the driver while driving up to 60 kph.

Pioneer.

## Strategic Cooperations.

We partner with leading technology companies for co-development with know-how and cost sharing for launch with NEUE KLASSE.

Qualcomm

Valeo

**Safety and robustness** is at the core of all our features.

<sup>1</sup>Rollout of function model by model: from 03/24: BMW iX, XM, X5,X6, X7 and 7er.

<sup>2</sup>Rollout in Germany 03/24 in the new BMW 7series.

# OUR LARGEST TEST SITE IN SOKOLOV IS 600 HECTARES & ALLOWS US TO DEVELOP THE BEST AUTOMATED DRIVING INNOVATIONS FOR OUR CUSTOMERS GLOBALLY.

Green electricity.

Customer-oriented.

Reliable.

The Future Mobility Development Center in Sokolov (Czech Republic) offers the **best real-world conditions** for testing of highly and fully automated driving (up to L4) and parking to supplement the virtual simulation of driving situations and thus **meeting the highest safety requirements** of our customers.



WE TAKE CUSTOMER CENTRICITY TO THE NEXT LEVEL AND DELIVER ON POINT TO THE WIDE RANGE OF MARKET DESIRES.



# OUR CUSTOMER EXPERIENCE IS BEST-IN-CLASS AND WE WILL TRANSFORM OUR SALES MODEL WHILE LEVERAGING OUR STRONG DEALER NETWORK.

## Online.

## Phygital.

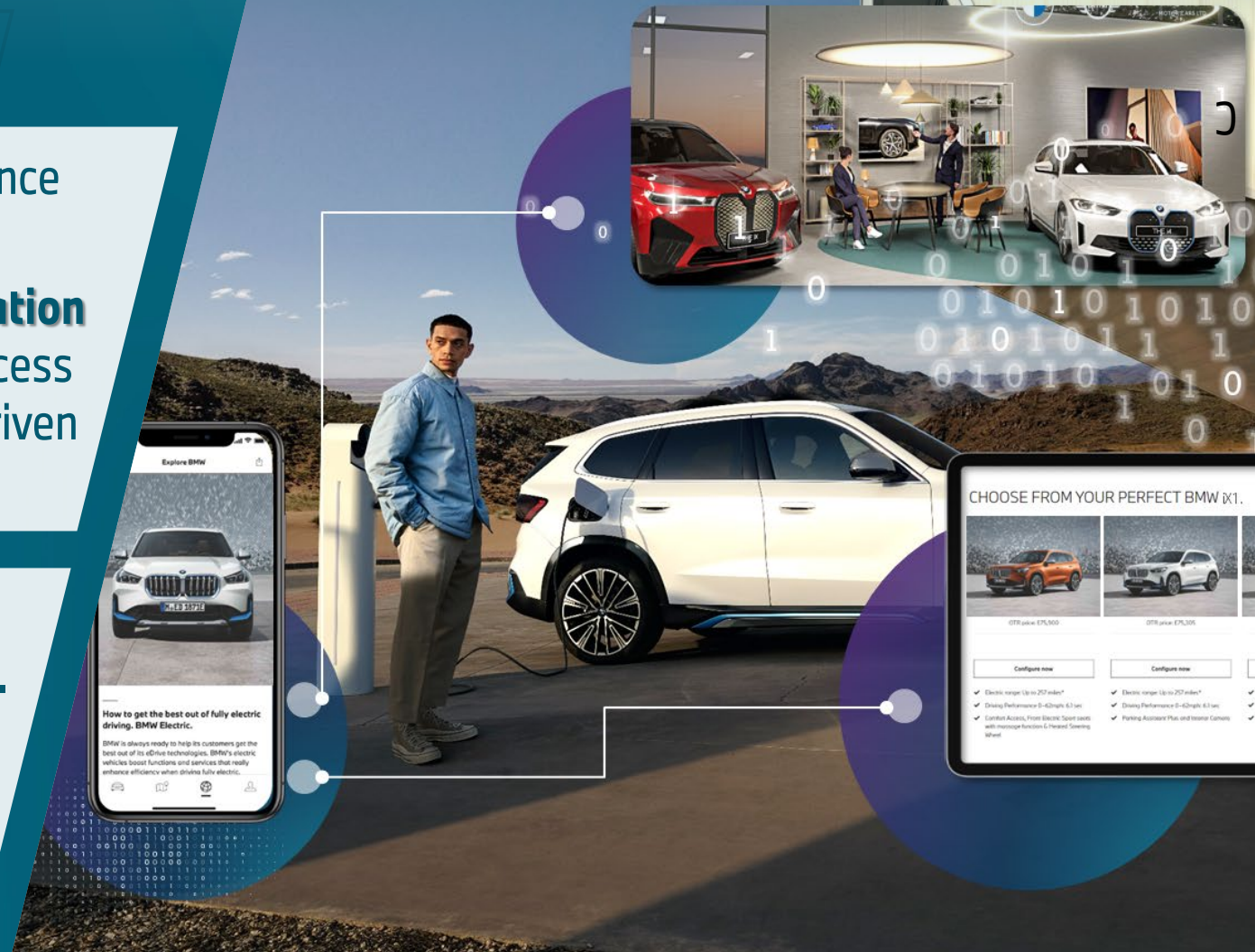
## Offline.

We enrich the premium customer experience through **direct customer access**.

At the same time we **improve price realization** through the shift in pricing power and process efficiency improvements based on data-driven sales steering.

The brand-by-brand transition to an **agency model** creates clarity for our partners and for us.

In 2023 we started with MINI in China and launched in Europe in 2024. In 2026 we will transition BMW in Europe.



# OUR MY BMW AND MINI APP ARE AVAILABLE IN >80 MARKETS AND HAVE ALREADY MORE THAN 13 MILLION ACTIVE USERS.

Clever features, practical services, and helpful tips **used by 3.6 million active customers** per day.

## The My BMW & MINI App...

- ... is the ultimate indispensable vehicle companion.
- ... the leading customer interaction channel.
- ... empowers sales and drives transactions.

Designed to **maximize our customers' driving experience**, including planning routes sent directly to the car, checking vehicle status and scheduling service actions as well as easily accessing the fuel or battery level.

## Figures:

87% of the vehicles sold in 2023 are linked to the App.

The app is rated at 4.8 (out of 5) in the App Store.

# OUR WORLDWIDE CHARGING INFRASTRUCTURE STRATEGY LEVERAGES MULTIPLE SOLUTIONS TO DELIVER REACH AND PERFORMANCE IN THE CHARGING NETWORK.

## Europe.

24 countries. >3.860 charge points at >630 locations. Our network has the right type of charger ready for our customers. We aggregate the vast majority of charge point operator and continuously add new player and offer.

**IONITY**

## North America.

Together with six major global automakers we create an unprecedented new charging network joint venture, expanding access significantly and installing >30,000 high-powered charge points in urban and highway locations.

**IONNA**

## China.

Together with Mercedes Benz China we create a joint venture to build up a public high power charging network with premium services to our customers. Until the end of 2026, at least 1,000 stations nationwide with >7,000 charge points will be installed.

**IONCHI**



# WE PIONEER INNOVATION IN THE AUTOMOTIVE INDUSTRY AND VIEW CIRCULARITY AS A KEY ENABLER TO ACHIEVING CO<sub>2</sub> TARGETS.

Door structure made of 100% recycled material.



Control panel made of sustainably produced, FSC-certified wood.

Leather tanned with olive leaves.



Surface of seats, doors and centre console in "Dinamica microfibre" with 50% recycled polyester.



Surface of floor mats and floor covering made of 100% recycled nylon

(partly fishing nets recovered from the sea).

80% less CO<sub>2</sub> produced than in conventional production.

# WE INTENSELY FOCUS ON CIRCULAR ECONOMY TO SIGNIFICANTLY REDUCE CO<sub>2</sub> EMISSIONS WITH CLOSED-LOOPED CYCLES AND CROSS-INDUSTRY APPROACHES.

**RE:THINK.** We keep circularity in mind during all our deliberations.

**RE:DUCE.** Using less to achieve more, wherever and however we can.

**RE:USE.** Extending the use of our products for as long as we can.

**RE:CYCLE.** Keeping resources in circulation for as long as we can.

Alloy wheels  
made of up to  
**100%**  
**secondary**  
**aluminum.**

**~2,800**  
**collection points**  
worldwide for  
recycling end-of-  
life vehicles.

Ability to recover  
**>90%** of the  
**high-voltage**  
**storage** systems  
raw material.



# WE PROTECT NATURAL RESOURCES, SAFEGUARD CRITICAL RAW MATERIALS AND USE GREEN ENERGY WORLDWIDE.

## Lithium.

Direct sourcing from mines in Australia, Argentina and Chile. Investments in startups for sustainable lithium extraction through BMW iVentures<sup>1</sup>.



## Cobalt.

Direct sourcing from mines in Australia and Morocco. Development project for responsible mining in DR Kongo.

## Natural rubber.

Founding member of the global platform for Sustainable Natural Rubber. Ground project in Indonesia.



## Renewable energy.

All plants use green electricity. Electrical energy is also generated from solar panels, local rivers, wind turbines and biomass.

<sup>1</sup>iVentures is our Silicon Valley based venture capital firm investing in purpose-driven entrepreneurs with high-performance companies, while providing access to resources and an ecosystem of specialists across hardware, software, and sustainability.

# OUR PERFECTLY BALANCED WORLDWIDE FOOTPRINT COMPRISES >30 PRODUCTION SITES ON 4 CONTINENTS.

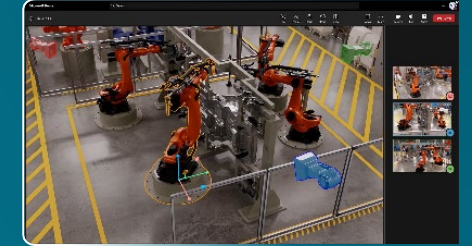


\* The BMW Group places orders for series production of automobiles and motorcycles, in addition, with external partners (contract manufacturers).

# BMW iFACTORY – DIGITAL. EXAMPLES AT A GLANCE.

- » The collaborative data-ecosystem
- » Virtual factory planning.
- » 3D human simulation.
- » AIQX - New standard for quality inspection processes.
- » Shopfloor.Digital
- » Data analytics in the (digital) supply chain.
- » Digital maintenance through predictive maintenance solutions.
- » Automated driving in the factory.
- » Car-2-X communication in the value chain.
- » Automated surface treatment.

Digital Twin - Digital planning data for buildings, systems and products.



Simulation of complete manufacturing and assembly processes:

Detect problems before they arise. Digital maintenance through predictive maintenance solutions.



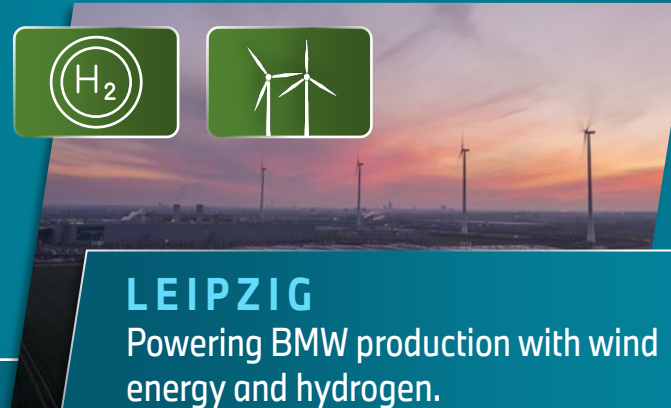
AI-controlled robots process each vehicle according to objective quality standards.

# ADAPTED TO LOCAL CONDITIONS, WE SELECT THE BEST SUPPLY FOR OUR PLANT LOCATIONS.



## SAN LUIS POTOSÍ

CO<sub>2</sub>-free electrical energy from solar panels.



## LEIPZIG

Powering BMW production with wind energy and hydrogen.



## SHENYANG

Geothermal energy under investigation.

# PRODUCTION



## MUNICH

Renewable energy from regional hydropower.



## DEBRECEN

Nearly fossil-free thanks to electric process heat, solar modules with thermal storage.



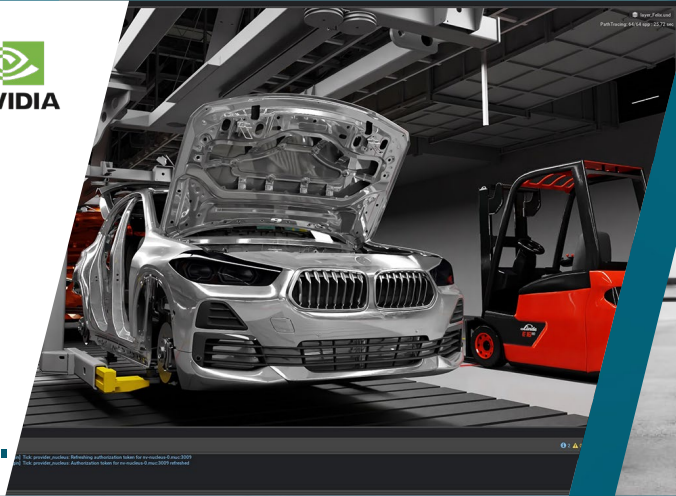
## STEYR/DINGOLFING

CO<sub>2</sub>-neutral local/district heating.

# WE PARTNER WITH LEADING TECH PLAYERS, CONSTANTLY DRIVING END-TO-END DIGITALIZATION BASED ON LEAN PROCESSES AND SCALABLE SOLUTIONS.

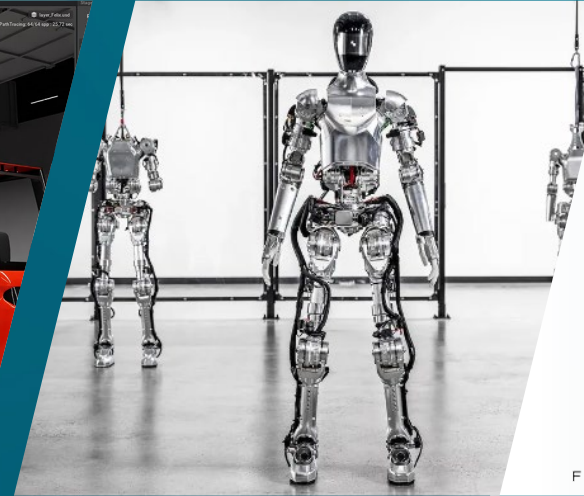
## Virtualization.

A collaborative revolution making planning processes more efficient and modellable in real time. Thus reducing investments and realizing more stable product launches.



## Humanoid robots.

Agreement with Figure to introduce "general purpose" humanoid robots in BMW's Spartanburg facility.



## Data-driven value chain.

Component traceability along the entire process chain taking data consistency to a new level.



## Artificial intelligence.

AIQX creates a new standard for test processes in visual and acoustic quality checks, rapidly scaling across all technologies and sites.



# WE FOCUS ON THE ENTIRE BATTERY VALUE CHAIN AND ENSURE HIGHEST TRANSPARENCY, FLEXIBILITY AND KNOW-HOW. WE ARE TOP 3 WITH 175 PATENTS.<sup>1</sup>



## **Battery cell factory strategy.**

We leverage in-house expertise to provide maximum support for industrialization and ramp-up our partner cell factories. Our strategic partnerships and our local for local approach enable us to bring the battery cell technology, optimal for our customers, to series production in the shortest possible time empowering suppliers in unity with our specifications.



## **Battery Cell Competence Centre.**

The BCCC in Munich spans the entire value chain, from research and development to battery cell design. Here we acquire product expertise.

## **Cell Manufacturing Competence Centre.**

The CMCC in Parsdorf<sup>2</sup> empowers us to consider the whole cell value creation process and further optimize battery cell production.



<sup>1</sup>BMW Group patent applications in Germany 2022. | <sup>2</sup>Parsdorf is located near Munich.

WE ENCOURAGE OUR ASSOCIATES TO DEVELOP THEIR FULL POTENTIAL AND STRIVE FOR THE BEST POSSIBLE RESULTS AS A TEAM.



# OUR EMPLOYEE'S SKILLS ARE THE BASIS TO MASTER THE PROGRESS. HENCE, WE CONTINUOUSLY DEVELOP THEM AND ATTRACT NEW TALENTS.

**Strong cooperations** with leading universities, other companies, tech partners and through platforms **allow early retention** of qualified junior staff.

## Highlights 2023.

1.4 m training participants.

€ 470 m invested in training and further education for employees.

## Digital Boost 2023.

The largest individual, virtual, learning qualification program in the history of the company.

**1<sup>st</sup> place** of Trendence Professionals Barometer for Germany for 12 successive years and globally **ranked 3<sup>rd</sup>** in World's Most Attractive Employers study (Universum).



# WE HAVE EXCELLENT SOFTWARE ENGINEERS WITH A DEEP UNDERSTANDING OF MOBILITY AND THE NECESSARY MEANS TO IMPLEMENT CHANGE.

Global.

State-of-  
the-art.

Demand-driven.

We have developed software in-house at BMW for over 20 years and complement this with joint ventures to further strengthen our expertise.

Our **"pick-the-best" approach** guarantees our success: We make, we buy, we open-source and we co-develop with the most renowned partners.

We have >9,400 **Software and IT Experts** within our **global development network** (Europe, China, U.S, South Africa, Japan, Brazil).

# THE BMW GROUP OFFERS A STRONG BALANCE SHEET, INDUSTRY-LEADING CREDIT RATINGS AND RELIABLE STAKEHOLDER RETURNS.

Solid 8 – 10% Auto EBIT margin.

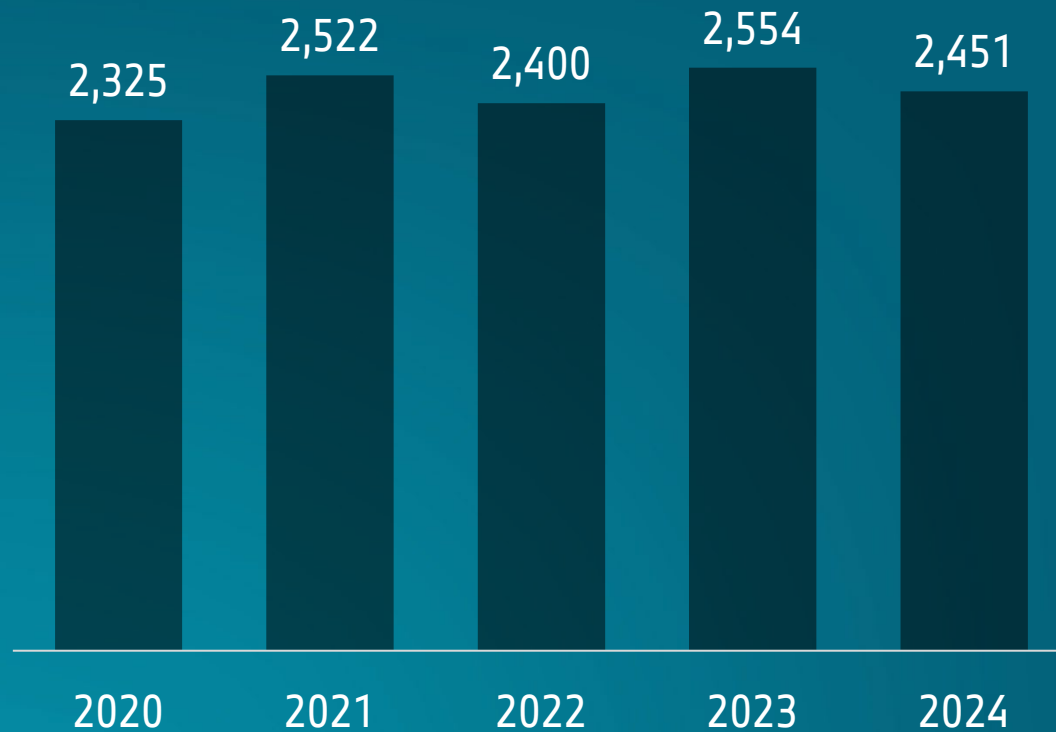
Consistently reliable dividend payout ratio to shareholders of 30 – 40%.

Stringent capital management and business focus through share buyback activities.

**FINANCIALS.**  
**OUR ROBUST  
RESULTS.**

# WITH OVER 2.45 MILLION UNITS DELIVERED, BMW GROUP MEETS ADJUSTED SALES TARGET FOR 2024.

BMW Group total vehicle deliveries [in thousand units].

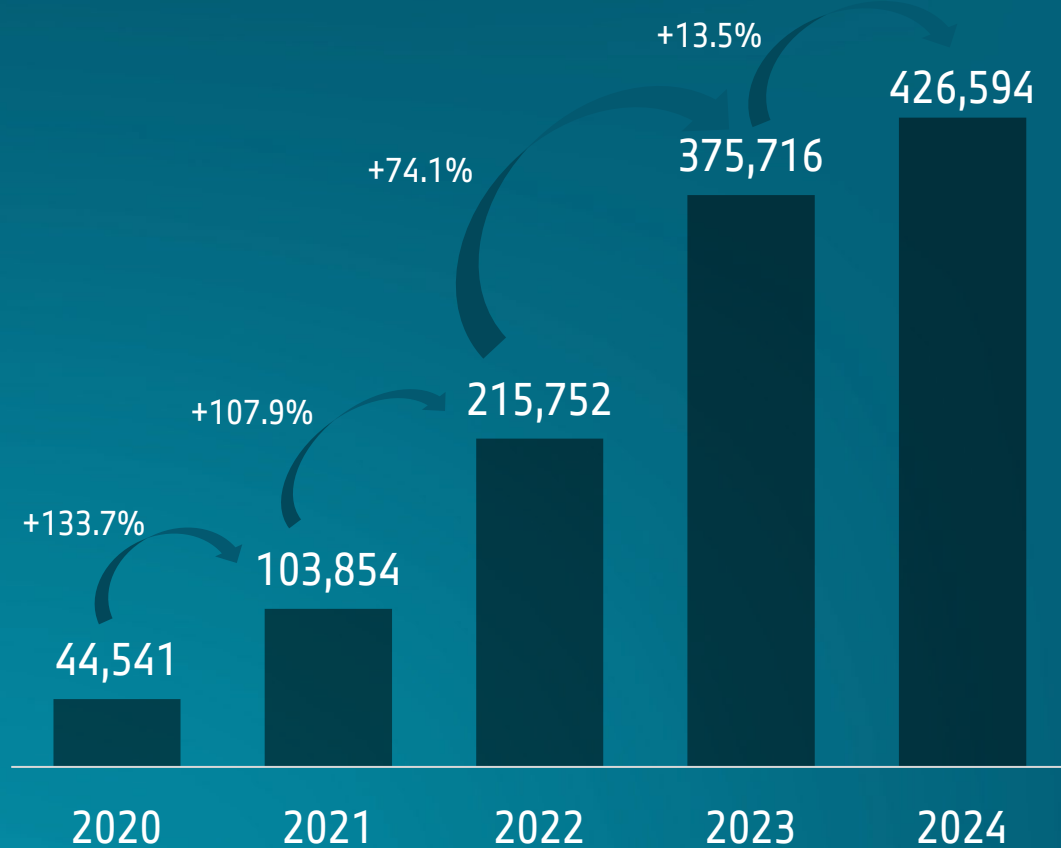


\*in units

The **BMW brand** managed to **increase deliveries** across all vehicle drivetrains in **all sales regions outside of China**.

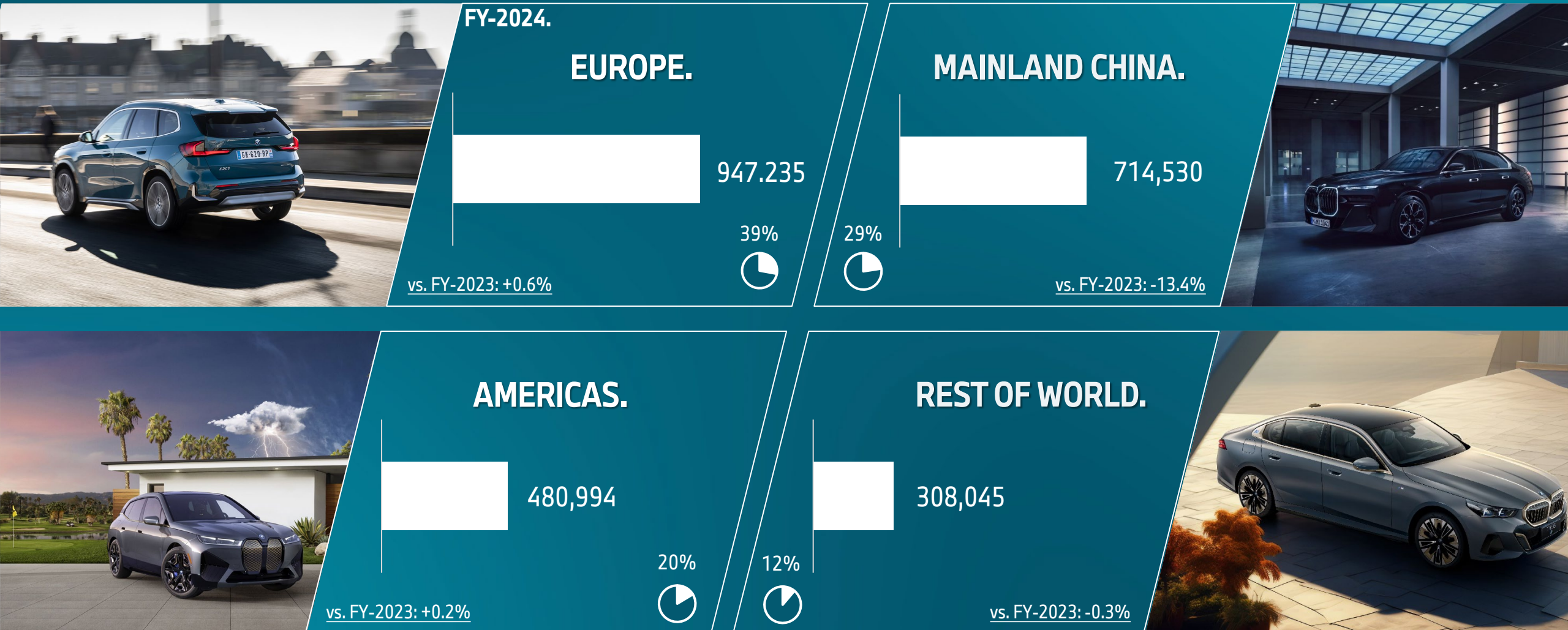
# WE ARE LEADING THE WAY AMONG GERMAN OEMS IN THE SALES OF BATTERY ELECTRIC VEHICLES.

BMW Group total deliveries of BEVs [in units].



**2024:** 17.4% BEV sales achieved;  
24.2% including PHEV.  
**Next milestones of BEV total sales:**  
2030: > 50%.

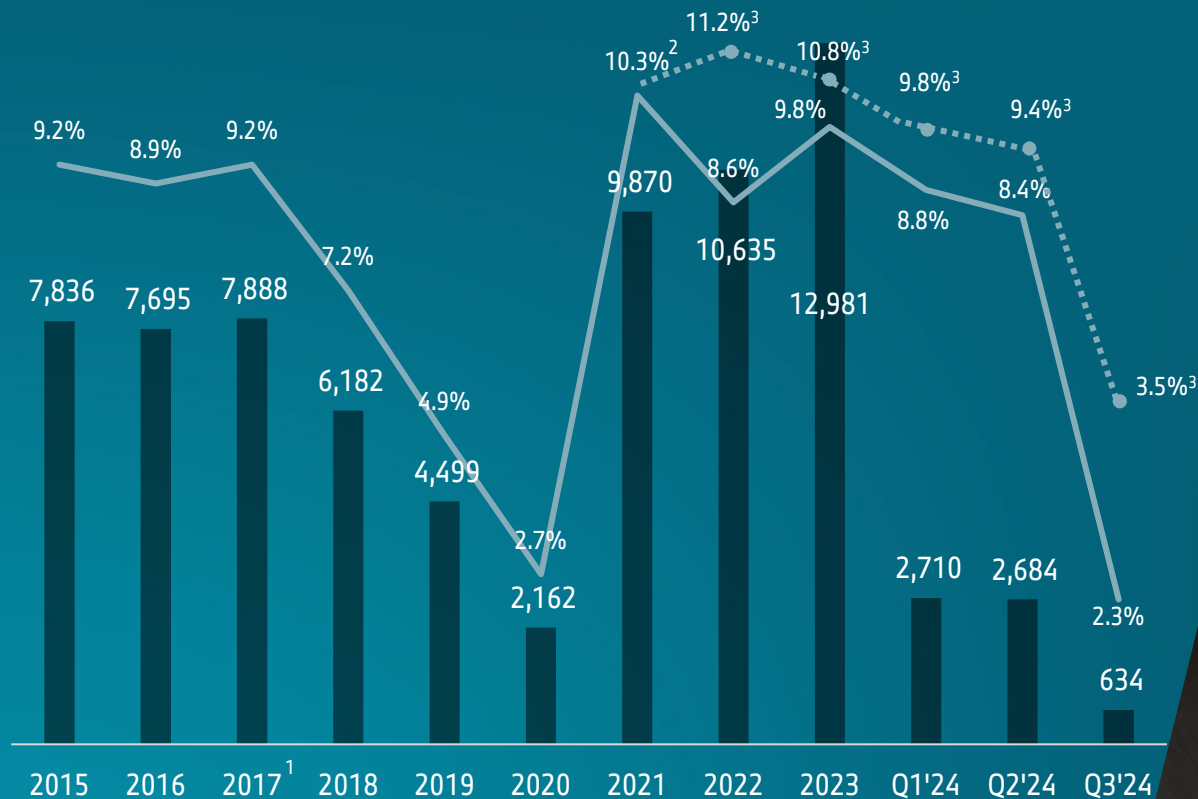
# OUR GLOBALLY BALANCED FOOTPRINT ALLOWED US TO REACT FLEXIBLY TO DEVELOPMENTS ACROSS >140 MARKETS.



Rest of world includes Asia except of Mainland China. | Due to roundings, percentage values may not add up to 100%.

# WE DELIVER STRONG EBIT & EBIT MARGIN IN THE AUTOMOTIVE SEGMENT IN A COMPETITIVE AND OFTEN VOLATILE BUSINESS ENVIRONMENT.

EBIT automotive segment [in m€] | EBIT margin [in %].

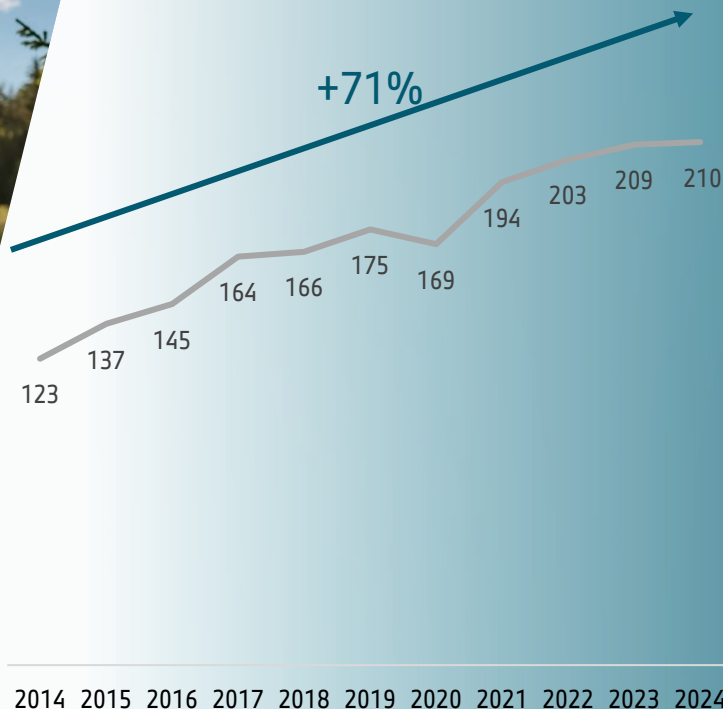


**Expectation 2024.**  
Between 6 – 7%.

# BMW MOTORRAD SEGMENT WITH RECORD IN DELIVERIES IN 2024. STRONG EARNINGS ACHIEVED FOR THE PERIOD JANUARY TO MARCH 2024.



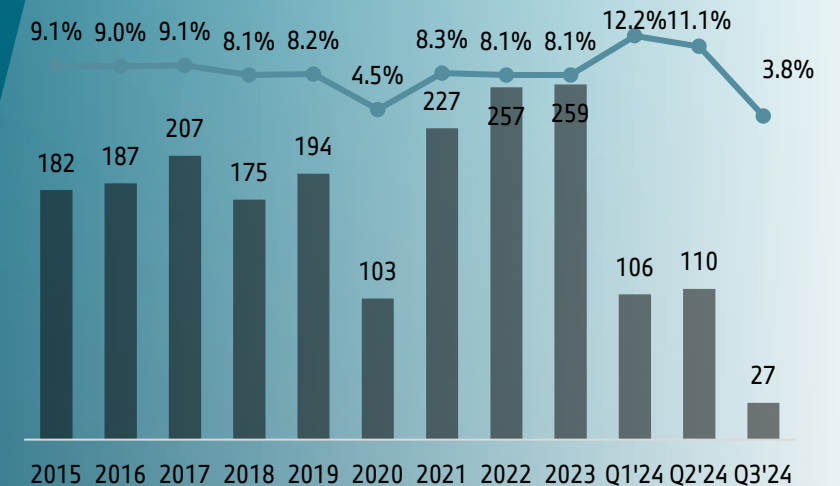
Retail sales volume [in '000 units].



2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

\*in units

EBIT [in m€] | EBIT margin [in %].



**Expectation 2024.**  
Between 6 – 7% EBIT margin.

# BMW GROUP FINANCIAL SERVICES CONTRIBUTES SIGNIFICANTLY TO THE BMW GROUP PROFIT, SERVICING ~5.0 MILLION RETAIL CONTRACTS IN >50 COUNTRIES.

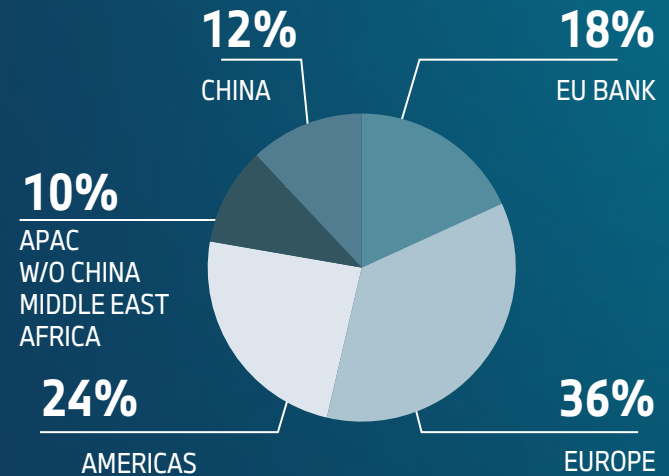
**Dealer Finance**  
€ 18.9 bn



Dealer Finance mainly consists of inventory financing.

**Serviced Retail Contracts**

5.0 m contracts



**Insurance**  
5.3 m contracts



**Banking**  
€ 11.7 bn

Banking mainly consists of deposit business.

**BMW Financial Services**  
€ 100.9 bn



BMW Group Financial Services focuses primarily on BMW Group new and used car financing and leasing.

**Alphabet**  
€ 16.3 bn



Alphabet focuses mainly on fleet business.

**Alphera**  
€ 5.8 bn



Alphera focuses on non-BMW Group car financing.

All figures referring to FY-2023.

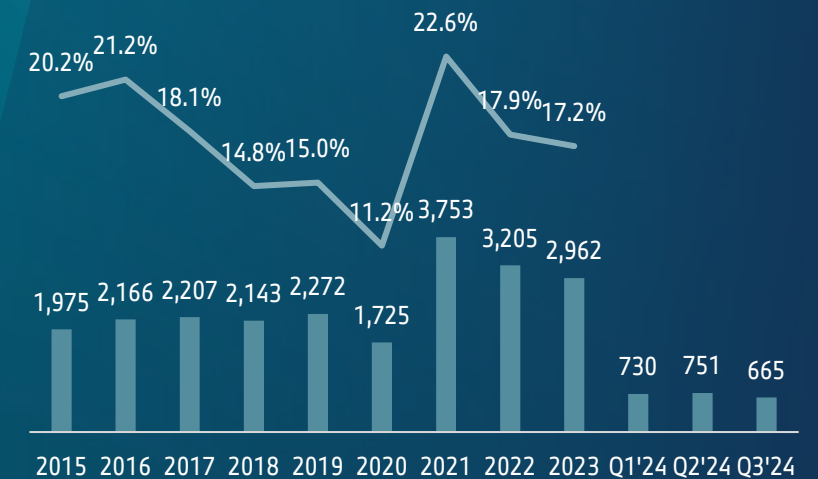
# FINANCIAL SERVICES' EARNINGS REMAIN HIGH WHILE CREDIT LOSS RATIO CONTINUES TO REMAIN AT A HISTORICALLY LOW LEVEL.



Credit loss ratio [in %].



EBT Financial Services [in m€] | Return on Equity [in %].

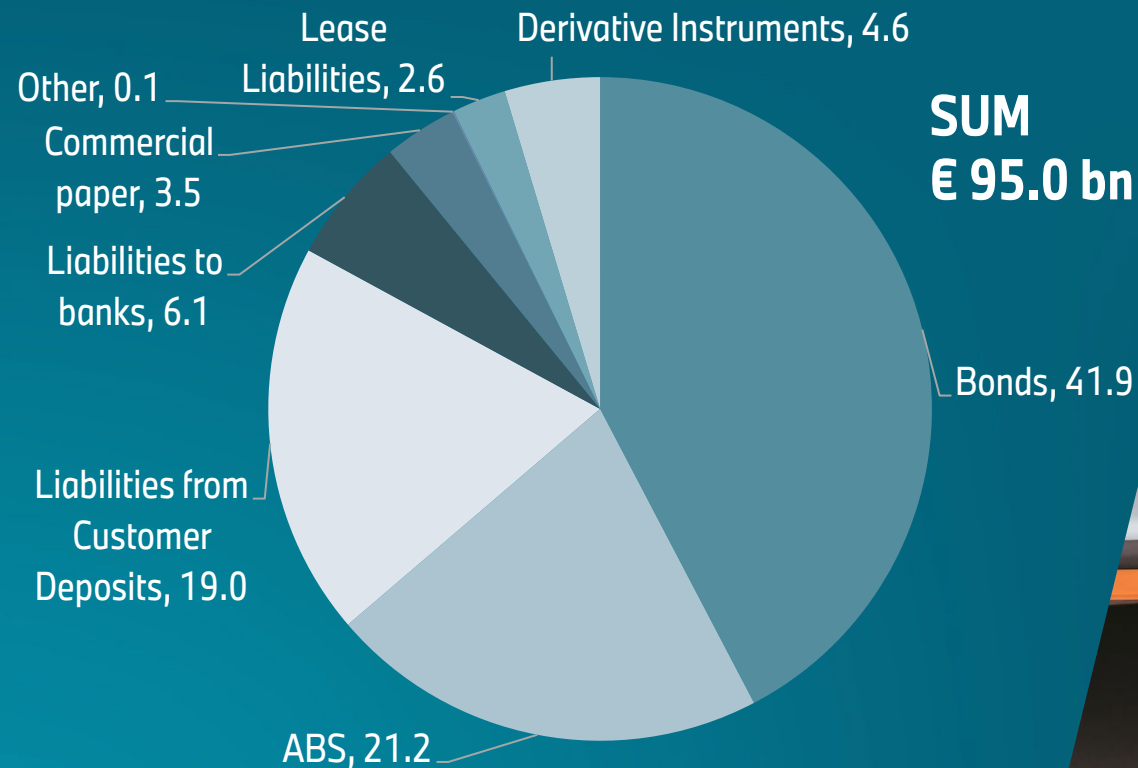


**Expectation 2024.**  
Return on Equity between 15 – 18%.  
**Strategic target.**  
Return on Equity >14%.

Credit loss ratio: Credit losses in relation to average serviced portfolio. | Credit loss: All write offs of receivables incl. accumulated interest and other costs less utilized collateral.

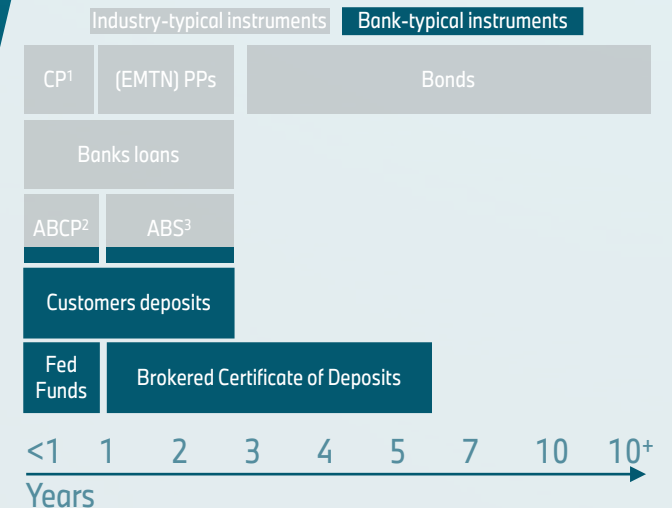
# OUR FUNDING MIX WITH A COMBINATION OF INDUSTRY AND BANK-TYPICAL FINANCING INSTRUMENTS IS WELL DIVERSIFIED.

Financial liabilities as of 12/23 [in bn€].



**Our approach.**  
Continuing to target a varied debt structure.

## Our funding instruments.



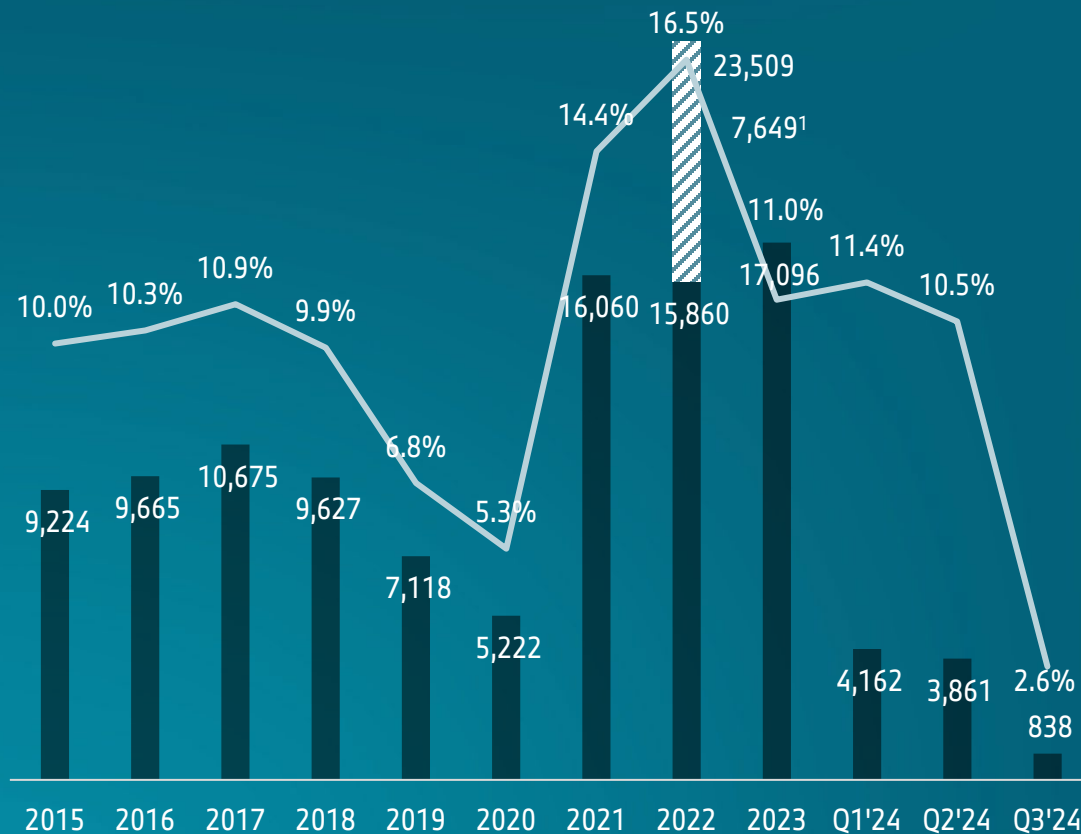
<sup>1</sup>Commercial Paper. <sup>2</sup>Asset Backed Commercial Paper. <sup>3</sup>Asset Backed Securities.

# OUR BMW GROUP TREASURY ORGANIZATION ENSURES 24 HOUR GLOBAL MARKET ACCESS AND COVERAGE.



WE HAVE ACHIEVED STRONG EARNINGS IN 2023. 2022 EARNINGS BOLSTERED BY THE CONSOLIDATION OF OUR CHINESE JOINT VENTURE.

BMW Group EBT [in m€] | EBT margin [in %].



**Expectation 2024.**  
Group EBT to decrease significantly.

**Strategic target.**  
EBT margin >10%.

<sup>1</sup>BBA revaluation effect.

# OUR PRODUCTION NETWORK IS PREPARED FOR FURTHER ELECTRIFICATION, SOLID LEVEL OF CAPEX ENSURES THE FUTURE VIABILITY OF OUR BUSINESS.

BMW Group capital expenditure [in m€] | Capex ratio [in %].



**Expectation 2024.**  
Capex ratio to be above 6%.  
**Strategic target.**  
Capex ratio < 5%.

Capital expenditure: Additions to property, plant and equipment and other intangible assets. | Capital expenditure ratio: Capital expenditure divided by Group revenues.

# OUR R&D EXPENDITURE REMAINS AT A HIGH LEVEL, WITH A PRIORITY ON FUTURE TECHNOLOGIES TO DRIVE INNOVATION IN THE INDUSTRY.

R&D expenditure [in m€, HGB] | R&D ratio [in %].

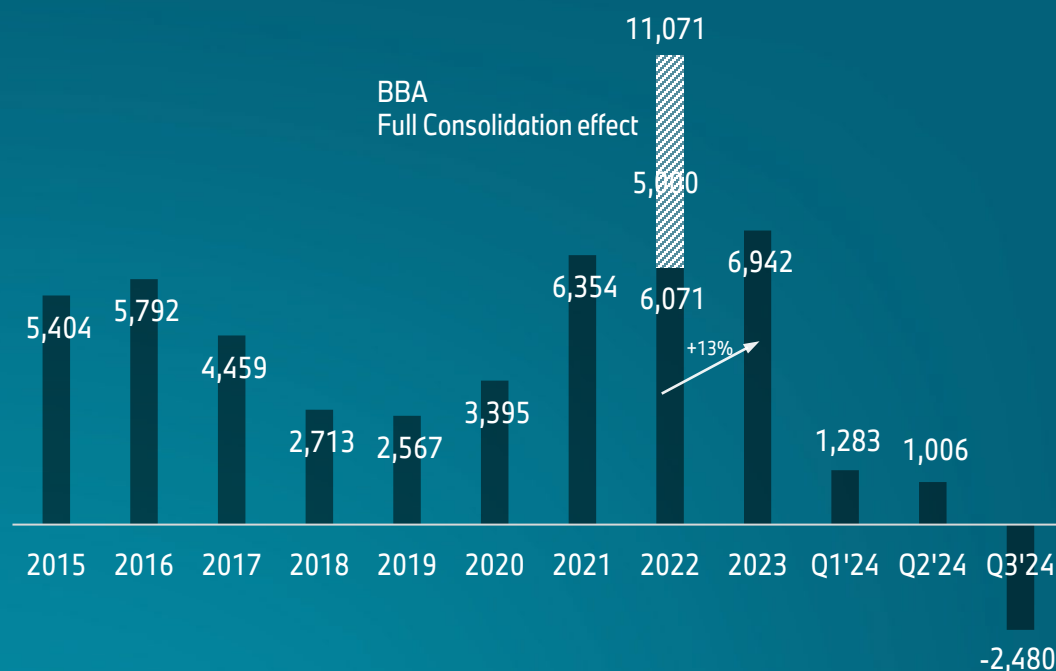


**Expectation 2024.**  
R&D ratio >5.0%.  
**Strategic target.**  
R&D ratio 4 - 5%.

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.

# ROBUST FREE CASH FLOW GENERATION FULLY FUNDS FUTURE INNOVATIONS AND ADDITIONALLY DELIVERS ATTRACTIVE SHAREHOLDER RETURNS.

Free cash flow automotive segment [in m€].



**Expectation 2024.**

FCF > € 4 bn.

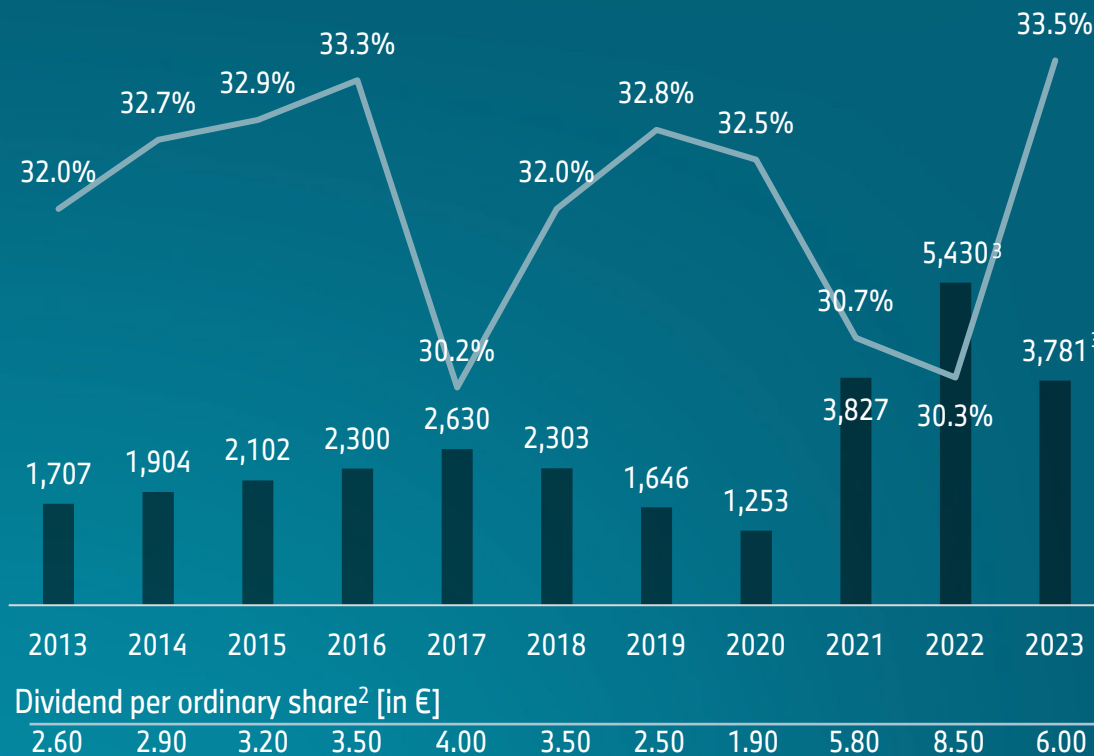
**Strategic target.**

FCF > € 7 bn.

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. | 2022 figures including consolidation effects (one-off effect of 5bn EUR)

# OUR SOLID OPERATING BUSINESS PERFORMANCE ENABLES CONSISTENTLY RELIABLE DIVIDEND PAYOUTS TO OUR SHAREHOLDERS.

Total dividend payout to BMW AG shareholders [in m€].  
Payout ratio<sup>1</sup> [in %].



**Strategic target.**  
Continue with an attractive  
payout ratio within strategic  
dividend corridor of 30 – 40%.

<sup>1</sup> Total dividend payout to BMW AG shareholders divided by Group net profit. The calculation base for the payout ratio has changed from 'net profit' to 'net profit attributable to BMW AG shareholders' (net profit after minorities) for FY-2022 and onwards.

<sup>2</sup> Preferred stock, to which no voting rights are attached, bear an additional dividend of € 0.02 per share. According to the BMAG AG articles of association, preferred shares receive an additional dividend of € 0.02 per share.

<sup>3</sup> Represents final dividend payout amount and payout ratio taking into account share buyback activities until the AGM in respective years.

# WE STRONGLY FOCUS ON SHAREHOLDER RETURNS BY CONTINUING OUR SHARE BUYBACK ACTIVITIES.

## **AGM authorization in May 2022.**

Up to 10% of share capital can be acquired by 05/2027.

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## **Share Buyback Program 1.**

€ 2 bn share buyback executed from 07/2022 until 06/2023.

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## **Share Buyback Program 2.**

Up to € 2 bn, to be finalized by 12/2025.

## **Strategic guidance.**

Staying course on overall strategic BMW Group priorities executing share buyback in a flexible manner.

Cash outflow is supported by FCF generation.

# WE ARE STEERING THE COMPANY TOWARDS PROFITABILITY AND LEVERAGING EFFICIENCIES IN 2024.



## BMW Group.

Profit before tax.  
Significant decrease.

Size of workforce.  
Slight increase.



## Segment Automotive.

Deliveries.  
Slight decrease.

EBIT margin.  
6 – 7%.

ROCE.  
11 – 13%.



## Segment Motorcycle.

Deliveries.  
At prior year's level.

EBIT margin.  
6 – 7%.

ROCE.  
14 – 16%



## Segment Financial Services.

Return on Equity.  
15 – 18%.

NEUE KLASSE 2025.  
OUR NEXT LEVEL MOBILITY.



# OUR INVESTOR RELATIONS TEAM IS HAPPY TO ASSIST WITH FURTHER INFORMATION AT ANY TIME.

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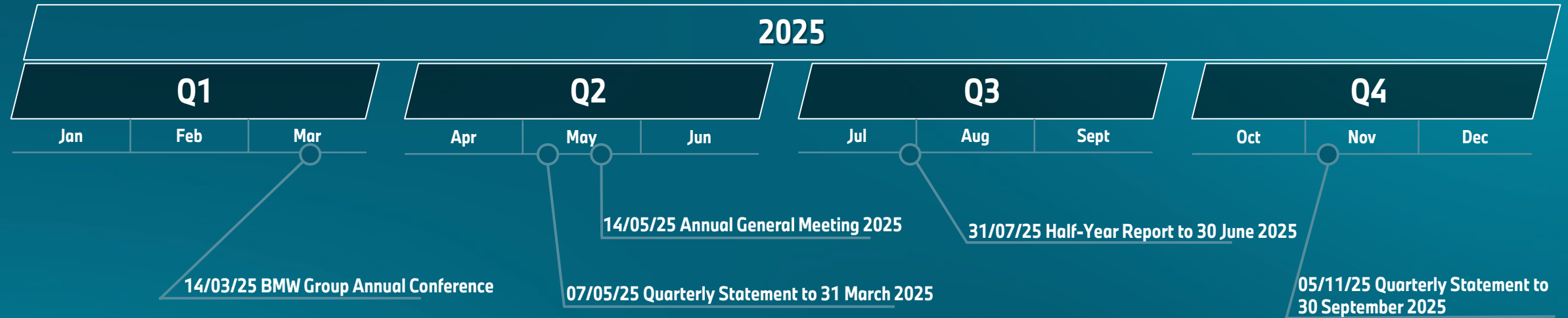
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<sup>1</sup>AGM: Annual General Meeting, <sup>2</sup>CRA: Credit Rating Agencies.

# FINANCIAL CALENDAR 2025.



# LINKS.

## BMW Company Reports



## Telephone Conferences



## Sustainability Overview



## Corporate Events



## Annual General Meeting



## Share Buy-back



# DISCLAIMER.

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

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](http://www.bmw.com)

# CONSUMPTION AND EMISSION DATA.

Modell	Consumption Data
BMW iX1 xDrive30	Electrical consumption combined: 18.1 – 16.9 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW i5 M60 xDrive	Electrical consumption combined: 20.5 – 18.2 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW XM	Fuel consumption weighted combined: 1.9 – 1.5 l/100km; Electrical consumption weighted combined: 18,1 – 16,9 kWh/100km; CO <sub>2</sub> emissions weighted combined: 43-35 g/km; CO <sub>2</sub> Class: B; with depleted battery: G
BMW i7 xDrive50	Electrical consumption combined: 20.3 – 19.1 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW i7 xDrive60	Electrical consumption combined: 19.6 – 18.5 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW i7 M70 xDrive	Electrical consumption combined: 23.7 – 20.8 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW i4 M50	Electrical consumption combined: 22.5 – 18.0 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW X3 M50 xDrive	Fuel consumption weighted combined: 8.3 – 7.7 l/100km; CO <sub>2</sub> -emissions combined: 189 – 175 g/km; CO <sub>2</sub> Class: G – F
BMW R1300 GS	Fuel consumption weighted combined: 4.8 l/100km; CO <sub>2</sub> -emissions in g/km: 110
BMW iX2 xDrive30	Energy consumption in kWh/100km WLTP (combined): 17.7 – 17.6; CO <sub>2</sub> -emissions in g/km: 0; CO <sub>2</sub> Class: A