

BMW  
GROUP



ROLLS-ROYCE  
MOTOR CARS LTD



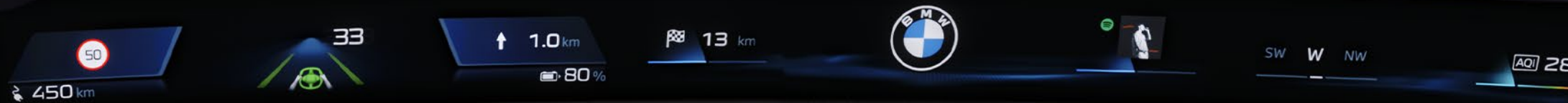
# THE BMW GROUP – RETHINKING PREMIUM INDIVIDUAL MOBILITY FOR THE NEXT 100 YEARS.

INVESTOR RELATIONS PRESENTATION.

June 2025.



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



## VISION.

OUR PATH TO  
THE FUTURE.

## STRATEGY.

BRANDS & ELECTRIFICATION |  
TECHNOLOGY | SUSTAINABILITY

## 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.

**VISION.**  
**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 - on the way to 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.  
Up to 800km of electric range and 400kW maximum charging.



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

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.





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

## 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**,
- **Energy loss reduction** reached **40%**
- **Cost reduction** achieved **20%**
- **Weight reduction** totaled **10%**.



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.

## STRATEGY

### BRANDS & ELECTRIFICATION

TECHNOLOGY

SUSTAINABILITY

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.

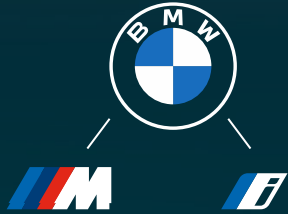
Continuously developing battery systems – balancing costs and sustainability.





# 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 car brand.

**ROLLS-ROYCE**  
MOTOR CARS

**INSPIRING  
GREATNESS**



The pinnacle of luxury.



**MAKE LIFE  
A RIDE**



The premium motorcycle experience brand.



# WE HAVE A STRONG, EMOTIONAL AND HUMAN BRAND CORE.

## FREUDE

is in our brand theme for almost 60 years.

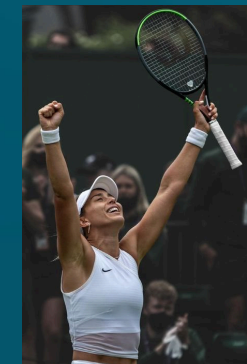
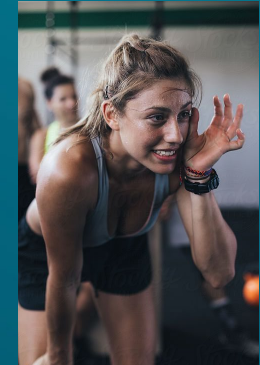
Simple. And at the same time so much more than joy.

**More than happiness or delight, exhilaration and bliss. More than just a smile.**

All of them and none of them.

**It's freedom & self-actualization.**

Covering the little moments and the big ones. **It comes like a spark and goes as fast; and while we can't hold it forever, we can always strive for it.**

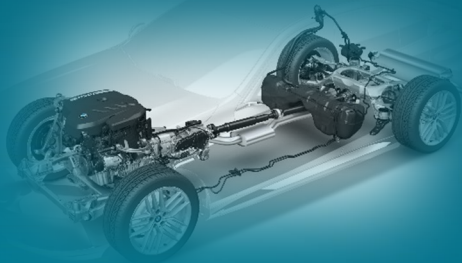




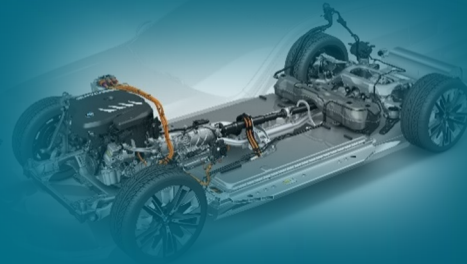
# OUR STRATEGIC APPROACH IS STABLE: WE STAY TECHNOLOGICALLY FLEXIBLE. THE BEST DRIVE TECHNOLOGY FOR EVERY NEED.

The BMW Group's **leading development expertise in electric drive technologies** is demonstrated by its **relentless efforts to advance hydrogen fuel cell technology** and its embracing of a **'technology-openness'** approach in order to provide customers with a **range of mobility solutions for the future**.

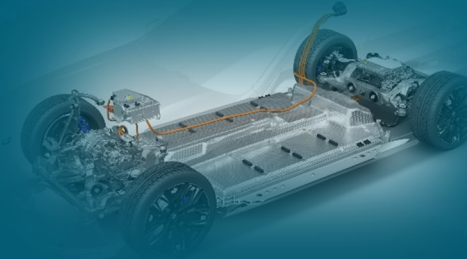
## HIGHLY EFFICIENT ICE



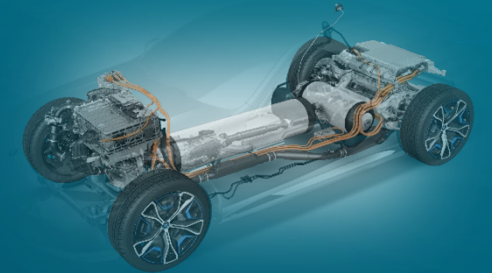
## PLUG-IN HYBRID



## BEV



## HYDROGEN



All major locations in the BMW Group production network are **able to manufacture different drive train types and model variants**. A combination of plant splits, where a model is produced at multiple locations, flexible substitution of drive train variants, and smart distribution of vehicle concepts **ensure good capacity utilisation at all sites**.



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





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



## The “Local for Local” principle.

- Close link between battery and vehicle production.
- Secures production against political and economic eventualities.
- Strengthens existing sites, secures existing and creates new jobs.
- Short distances reduce CO<sub>2</sub>-footprint in the vehicle production.

### Legend

BMW Group vehicle plant

Motorcycle plant

Electric models

<sup>1</sup> The BMW Group places orders for series production of automobiles and motorcycles, in addition, with external partners (contract manufacturers).



# 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.





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

## 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.

### **In-house Competence:**

Battery Cell Competence Centre &  
Cell Manufacturing Competence Centre.

### **Enabling of Partners.**

### **Start of Production.**





# FOR BMW GROUP GEN6 HIGH-VOLTAGE BATTERY ASSEMBLY WE ADD 5 NEW ASSEMBLY PLANTS.



Under construction (Gen6)

Operating (Gen5)

<sup>1</sup>Battery Cell Competence Centre.  
<sup>2</sup>Cell Manufacturing Competence Centre.

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

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

- +30% range
- +20% overall vehicle efficiency
- +30% charging speed
- 40 to 50% cost on battery pack level<sup>1</sup>

With the sixth generation of battery cells, the BMW Group **reduces CO<sub>2</sub> emissions across the entire supply chain by at least 50%** compared to the previous generation.

<sup>1</sup>Estimate based on comparable e-range and scope of components compared to the current Gen5 eDrive System comprising of the high-voltage battery pack.

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

**More energy density.**

**Less weight.**

**Cost Reduction.**

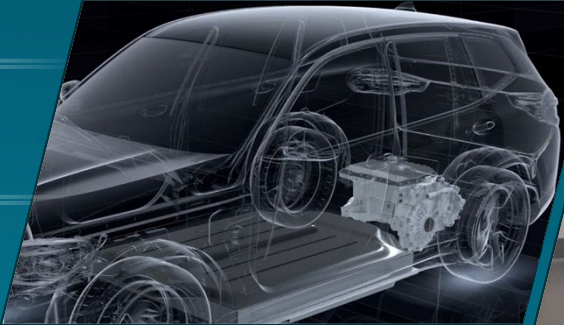
**Better driving dynamics.**

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.



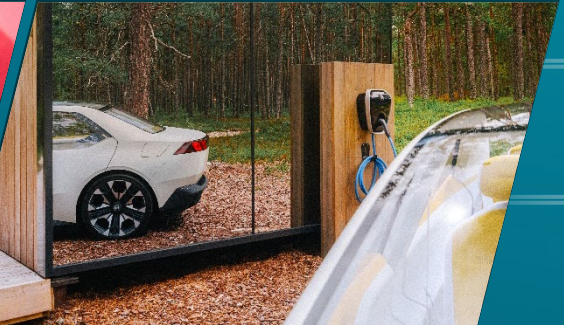
Higher capacity materials and optimized cell filling factor.

## 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).

# 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.

## STRATEGY

BRANDS & ELECTRIFICATION

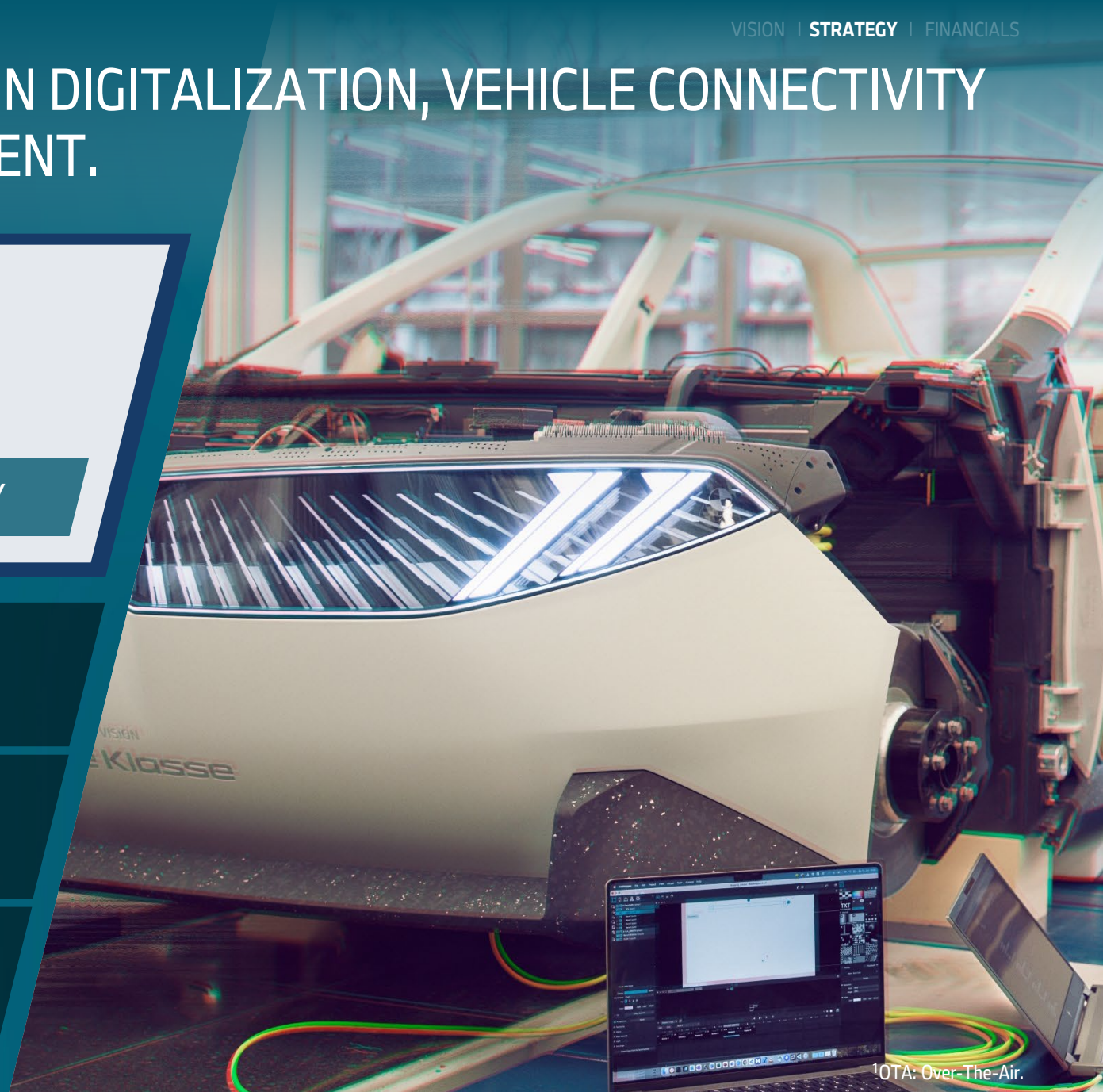
TECHNOLOGY

SUSTAINABILITY

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.

Setting benchmarks for the next generation of the software-defined vehicle (SDV).



OTA: Over-The-Air.

# KEY ELEMENTS OF THE BMW DIGITAL STRATEGY ENABLE STATE-OF-THE-ART DIGITAL EXPERIENCE.

## ULTIMATE USER EXPERIENCE.

### Seamless Interface

20+ years of BMW iDrive  
BMW Operating System 9 (AOSP) / X

### 3<sup>rd</sup> party content

Alexa, Youtube, Bundesliga, XPERI,  
3rd Party App Store, Amazon Fire TV, etc.

### Fully updateable

Largest over the air upgradeable fleet (9.5+ million vehicles)  
>120 features & quality upgrades  
All functional domains,  
all drivetrains

## PERFECTLY ASSISTED.

### First Class Driving Assistance

40+ Driver Assistance features  
L2 hands-off up to 130km/h (DE/US/CAN)  
L3 offering

### Accurate Assistance

The right offer at the right moment thanks to the intelligent personal assistant.

### Immersive Interaction

Keeps the driver in the loop and adapts continuously to your needs.

## ALWAYS CONNECTED.

### Smooth Integration

5G, My BMW App,  
BMW Maps,  
Digital Key Plus

### Trust & Transparency

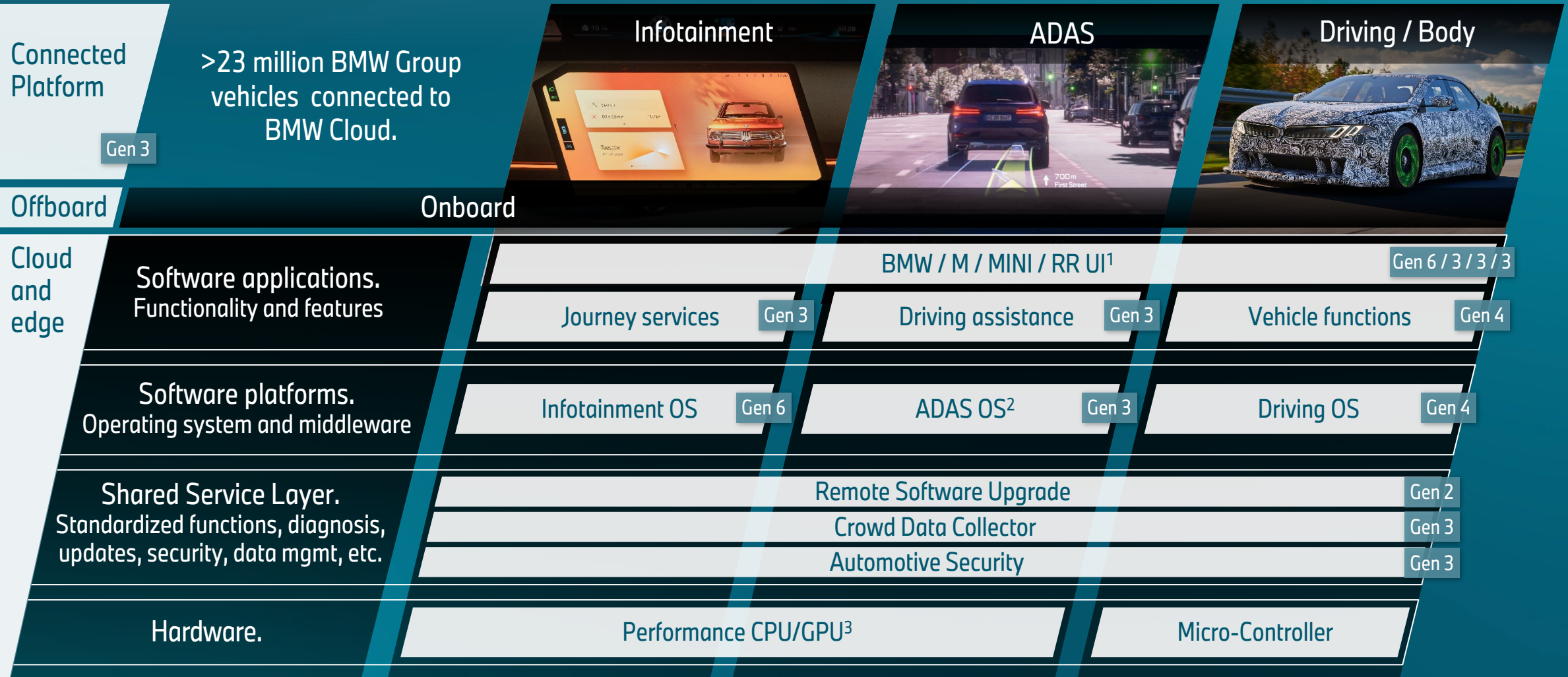
AI with meaning and purpose that ensures trust & protects privacy.

### Intelligent Services

Best in class charging optimized routes.  
Vehicle status checks and service recommendations.



# 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.

# BMW IS THE FIRST OEM LAUNCHING A COMPLETELY NEWLY DEVELOPED DIGITAL NERVOUS SYSTEM ACROSS ALL DRIVETRAINS. REVOLUTIONIZING THE SDV<sup>1</sup>.

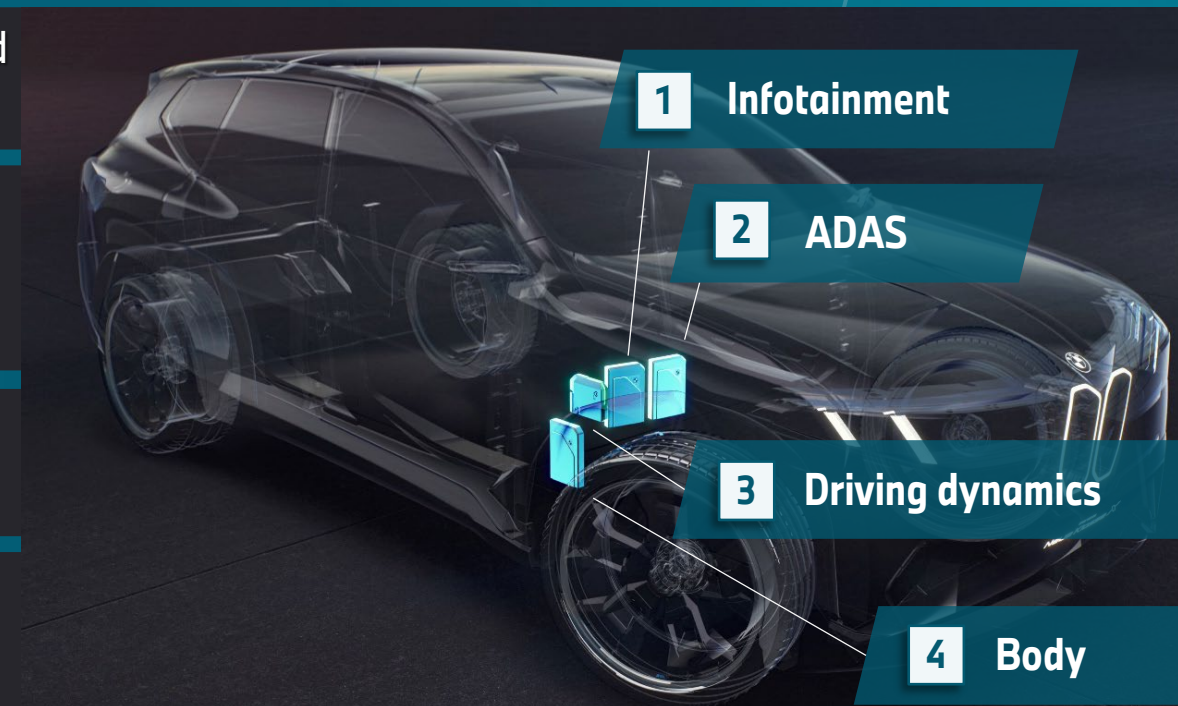
**Four high-performance computers, also called "Superbrains", consolidate the computing power for the key customer functions** of infotainment, automated driving, driving dynamics, and basic functions such as vehicle access, climate control, and comfort.

**1** Ensures the intuitive customer experience of BMW Panoramic iDrive and enhances it with **intelligent, AI-driven, and cloud-based features**.

**2** Integrates what was previously distributed across four control units into one powerful computing unit and provides **20 times the computing power compared to the previous generation**.

**3** Enables the **most precise driving experience to date**, efficient energy recovery, impressive smoothness, and perfect traction.

**4** Manages **fundamental functions** such as vehicle access, climate and comfort, interior and exterior lighting, data flow and processing, as well as remote software upgrades.



<sup>1</sup>Software-Defined Vehicle.



# BY INTRODUCING A ZONAL ARCHITECTURE FEATURING INTELLIGENT, DIGITIZED ENERGY MANAGEMENT, BMW CREATED A SCALABLE BASIS FOR THE SDV<sup>1</sup>.

**Future-proof basis** for the growing number and complexity of digital functions in the SDV, including **growing AI capabilities over time**, which create intelligent experiences for our customers. The associated stability on the hardware side enables a further **decoupling of hardware and software** and is the basis for a fast-cycle and future-proof development of the SDV.

**Reduces** cable harness complexity.

Enables **automated production**.

Centralized systems **facilitate OTA<sup>2</sup>-Updates**.

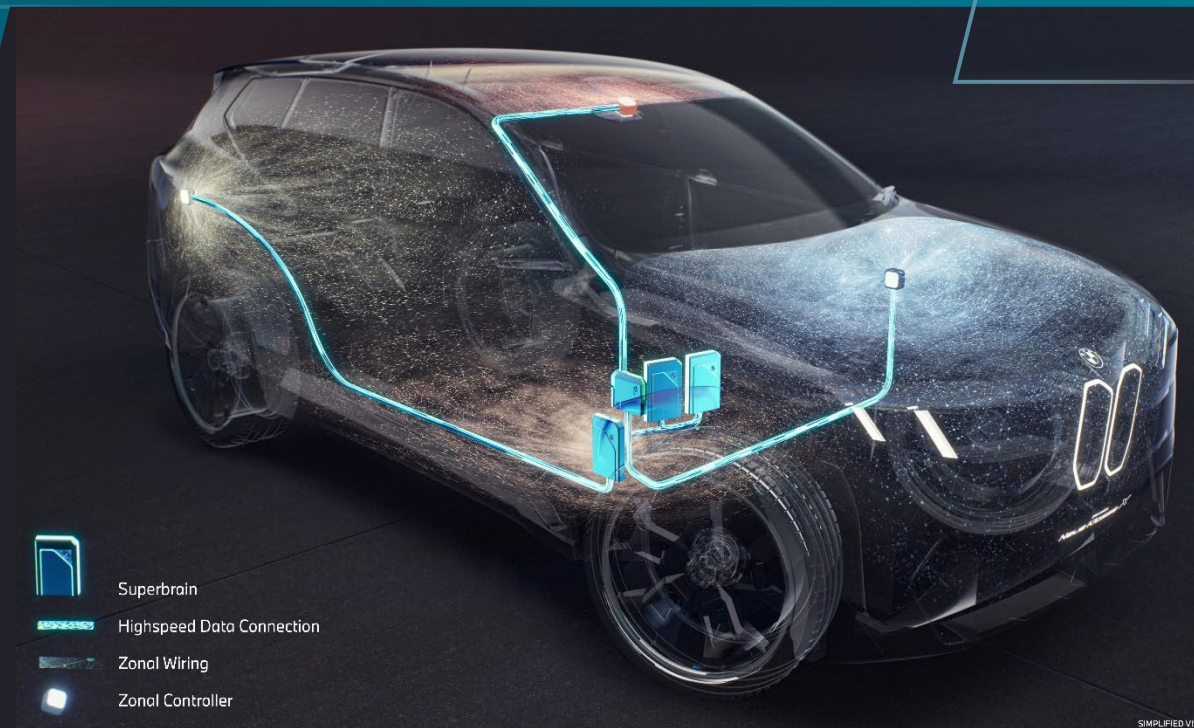
**"Smart eFuses"** make an important contribution to the **20% improved energy efficiency** of the vehicle.

**-30% weight.**

**Cost reduction.**

**For all drivetrains.**

**-600m of cabling.**



<sup>1</sup>Software-Defined Vehicle. | <sup>2</sup>Over-the-Air.

# THE NEW BMW OPERATING SYSTEM X OFFERS INTUITIVE OPERATION, EMOTIONALLY ENGAGING EXPERIENCES AND SPECIFIC PERSONALIZATION.

**Intelligent.**

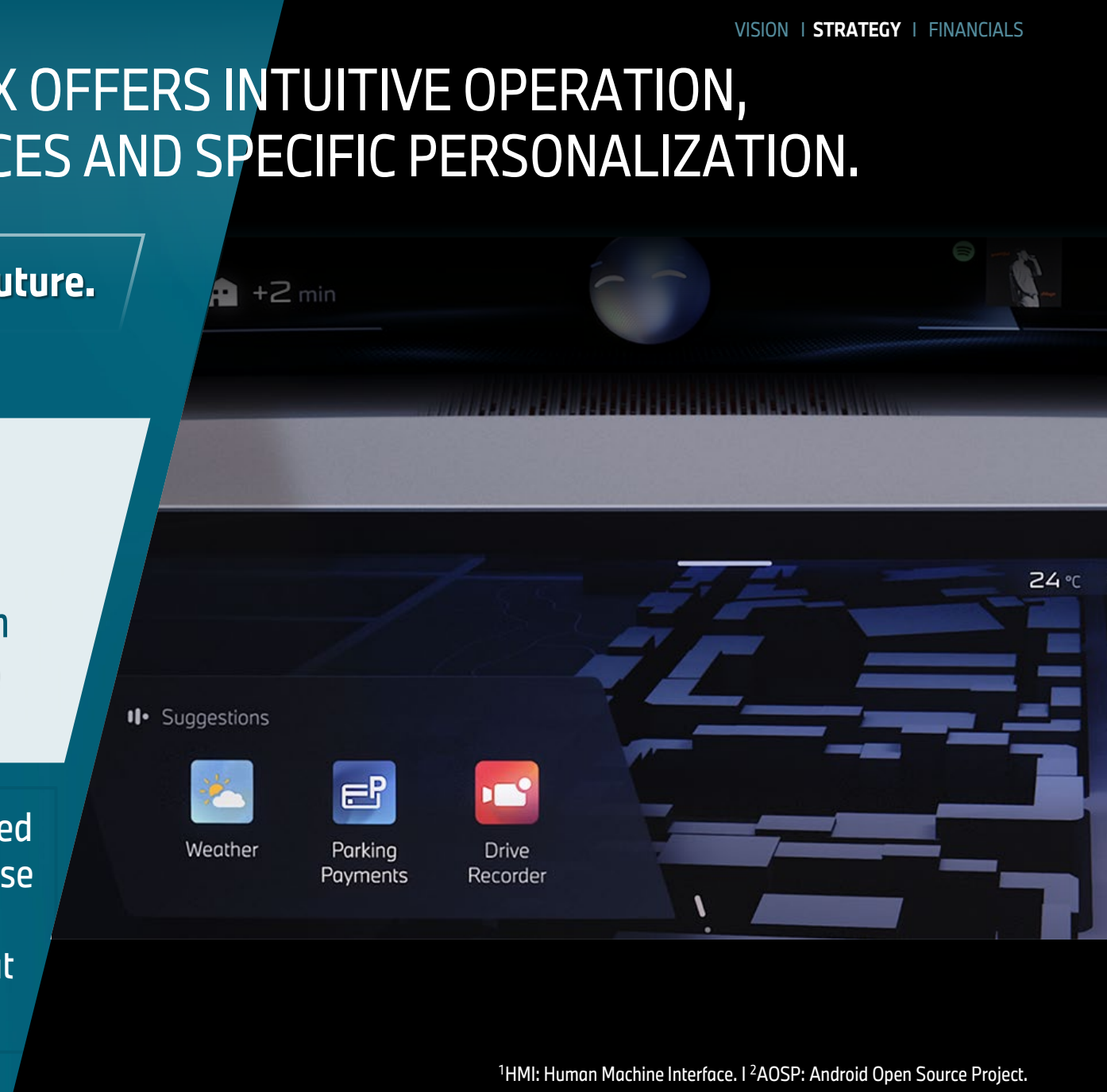
**Fit for the future.**

**Versatile.**

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.

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

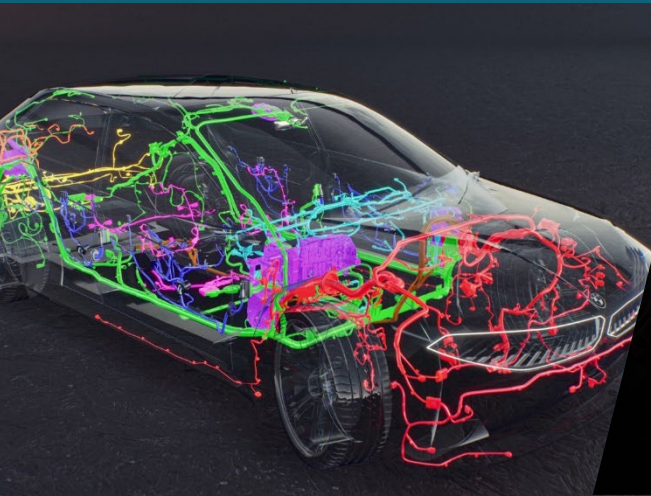
**Operating System X** based on **AOSP** is wholly in-house developed enabling the new **Panoramic iDrive** at the cutting edge of technology.



<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.



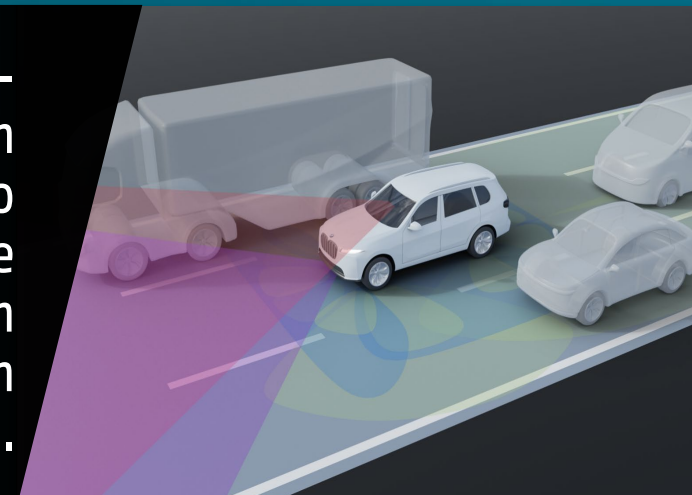
BMW's zonal architecture allows to be more SW defined and less HW constrained, improving system performance, increasing diagnostics capability and enhancing security.

BMW iDrive addresses the top needs of our customers: Modern interior paired with an highly intuitive, multimodal ways of interaction.



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

Next generation high-definition navigation experience setting out to solve safer and more concise navigation in complex urban environments.



# NEW BMW PANORAMIC IDRIVE REVOLUTIONISES VEHICLE OPERATION. VISIONARY TECHNOLOGY PACKAGE FOR THE NEUE KLASSE.

BMW 3D Head-Up Display

BMW Panoramic Vision

Central Display

Multifunction Steering Wheel

A re-interpretation of BMW's customary "hands on the wheel, eyes on the road" approach.

Being introduced across all new BMW models from the end of 2025.



# 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.




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


## Strategic Cooperations.

We partner with leading technology companies for co-development with know-how and cost sharing for launch of Neue Klasse.

Qualcomm

Valeo

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

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

# OUR CONNECTED FLEET IS THE LARGEST IN THE WORLD AND REACHES 23+ 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.



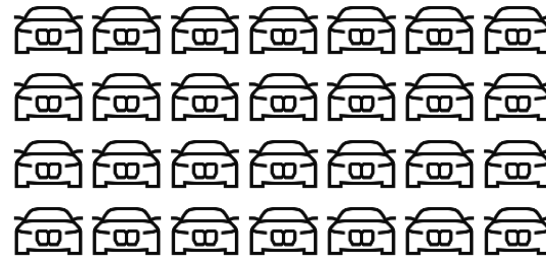
# WE HAVE THE LARGEST UPGRADEABLE FLEET IN THE WORLD, LEADING THE WAY INTO THE AGE OF OVER-THE-AIR UPDATES SINCE 2019.

## GET MORE...

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

## LARGEST FLEET WORDLWIDE

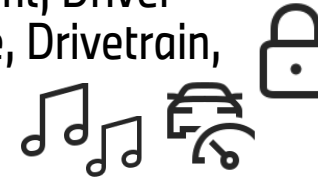
9.5 + Mio. vehicles



## >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



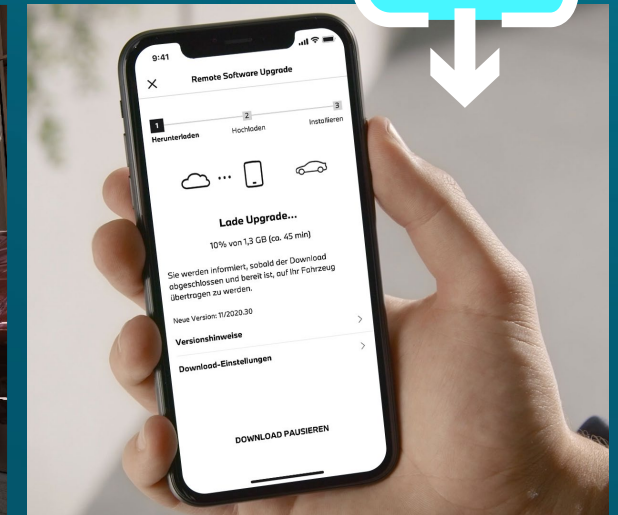
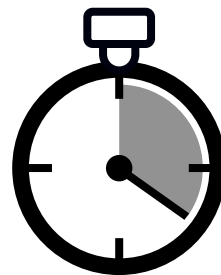
PHEV



BEV

## < 20 MINS INSTALLATION

Fast & schedulable



# OUR MY BMW AND MINI APP ARE AVAILABLE IN >80 MARKETS AND HAVE ALREADY MORE THAN 14 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 Apps.  
The apps are rated at 4.8 (out of 5) in the App Store.



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

## Online.

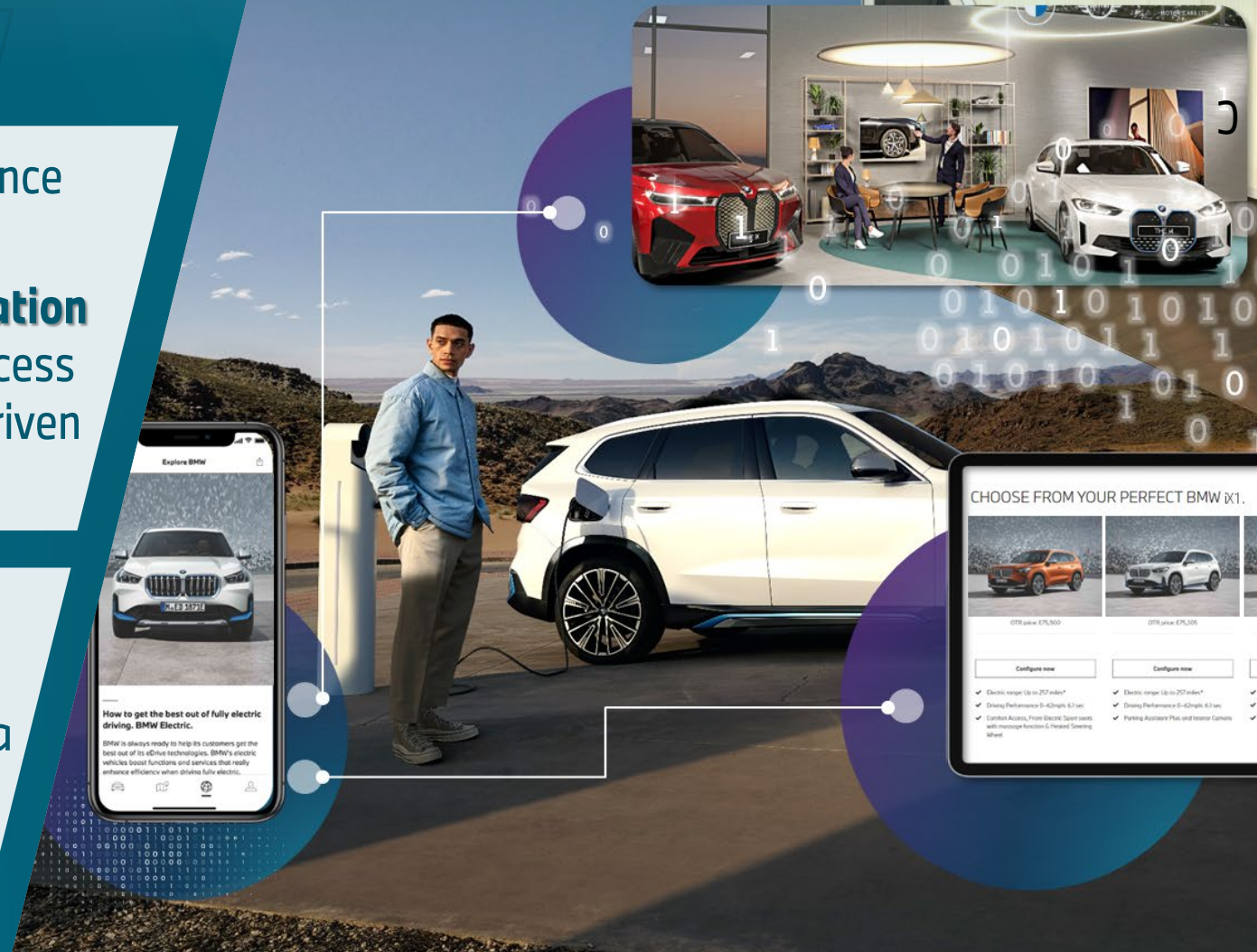
## Phygital.

## 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. BMW brand transition in Europe will follow at a later stage.



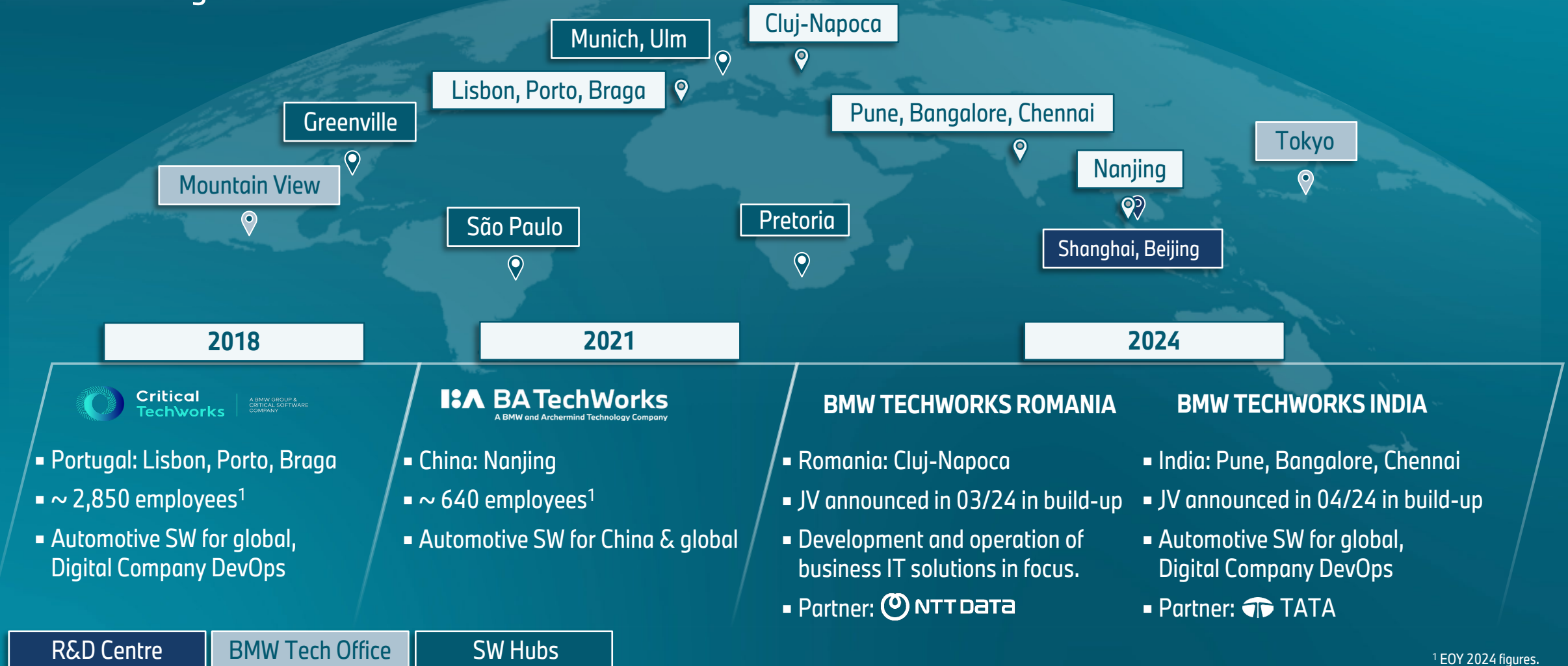
# OUR WORLDWIDE CHARGING INFRASTRUCTURE STRATEGY LEVERAGES MULTIPLE SOLUTIONS TO DELIVER REACH AND PERFORMANCE IN THE CHARGING NETWORK.





# DEVOPS HUBS PLAY PIVOTAL ROLE IN OUR AUTOMOTIVE SW DEV NETWORK.

SW hubs set up as JVs with local partners designed to enable speed, productivity, and SW tech culture. And to leverage the best talent.



<sup>1</sup> EOY 2024 figures.

# BMW iFACTORY – DIGITAL. EXAMPLES AT A GLANCE.

- » Catena-X – The collaborative data ecosystem.
- » Virtual factory planning.
- » 3D human simulation.
- » Virtual training.
- » AIQX – New standard for quality testing processes.
- » Car-2-X communication in the value chain.
- » Digital maintenance enabled by predictive maintenance solutions.
- » Automated driving in-plant.
- » Automated surface processing.
- » Robots in intralogistics.
- » Autonomous mobile robots for monitoring (SpOTTO).

All vehicle plants  
3D scanned



Application:  
Large areas  
with driving routes.



Rolled out

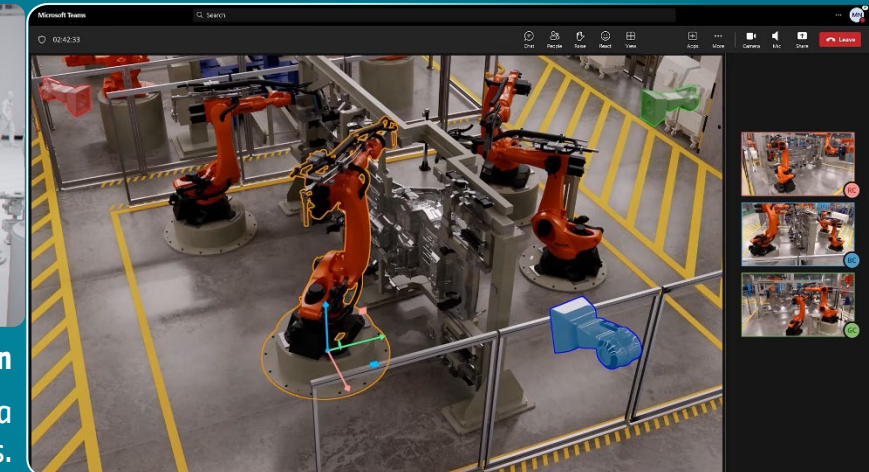


**SpOTTO** supports maintenance with its visual, thermal and acoustic sensors, helping prevent machine failures.



Digital twin

Digital planning data  
from buildings, plants and products.

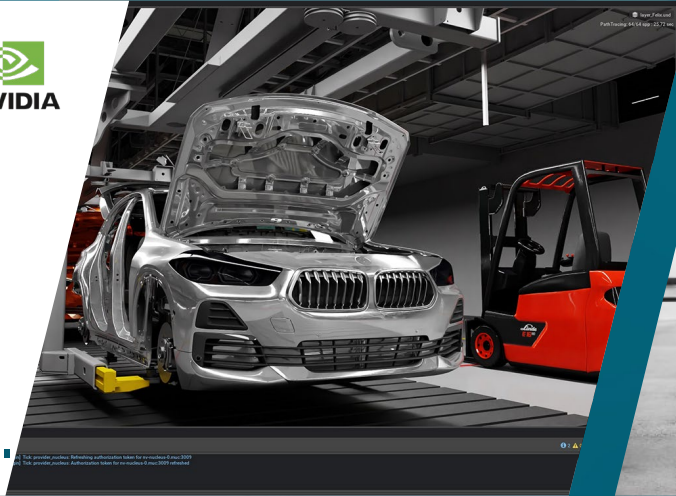




# WE PARTNER WITH LEADING TECH PLAYERS, CONSTANTLY DRIVING END-TO-END DIGITALIZATION BASED ON LEAN PROCESSES AND SCALABLE SOLUTIONS.

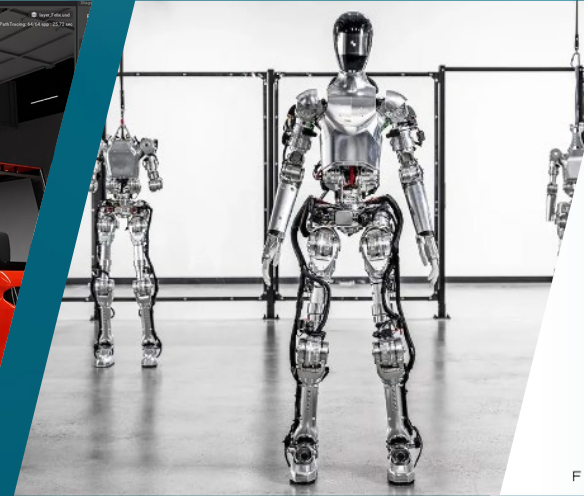
## Virtualization.

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.



# OUR EMPLOYEE'S SKILLS ARE THE BASIS TO MASTER THE PROGRESS. WE ARE COMMITTED TO ENSURE AN ATTRACTIVE ENVIRONMENT FOR THEM.

**Encouraging development of employees potentials** through yearly reviews on an individual level for 81% of all employees worldwide in 2024.

## **Training highlights 2024.**

1.4 m training participants.

Investments of € 415 m in training and further education for employees.

Among others training focus on building digital competencies with generative AI.

**21% share of global female top management.**

**Corporate Attractiveness** shown in a global turnover of only 4% and ranking **1<sup>st</sup> place** of the Trendence Professionals Barometer.





# 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 >10,000 **Software Engineers**<sup>1</sup> within the BMW Group.

<sup>1</sup> Excl. Joint Ventures and Tier 1s.



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

## STRATEGY

BRANDS & ELECTRIFICATION

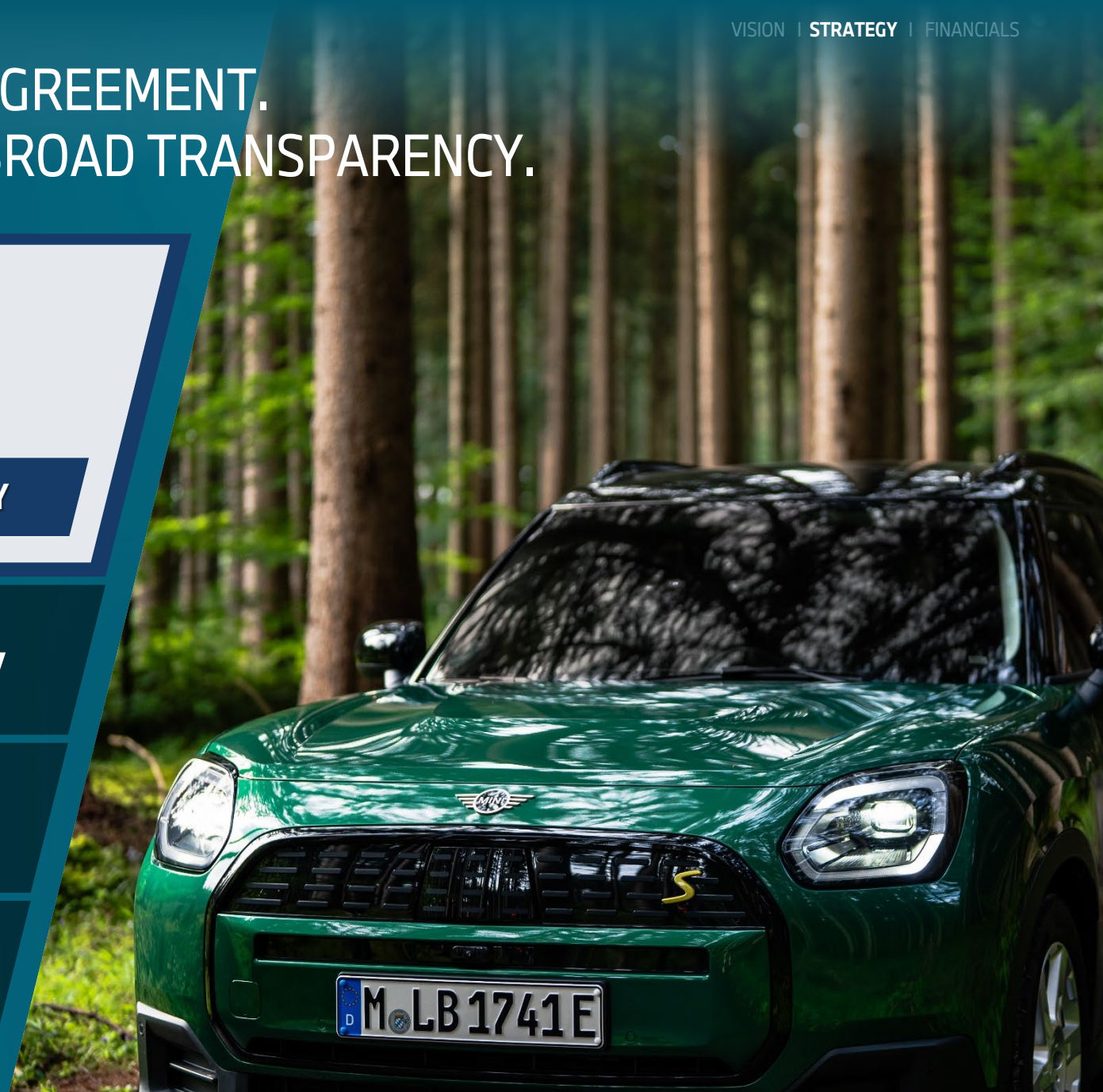
TECHNOLOGY

SUSTAINABILITY

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



# WE FOCUS ON CIRCULAR ECONOMY TO 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.

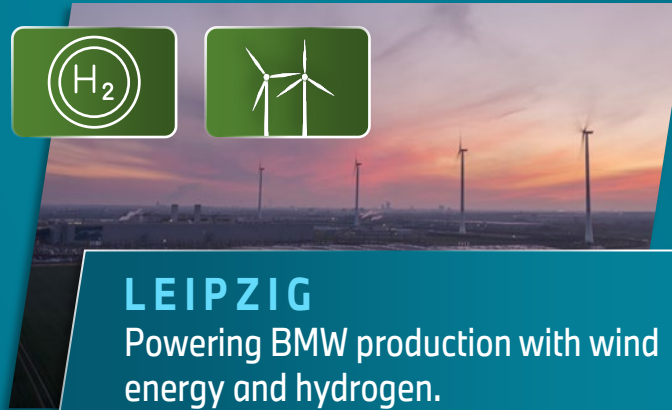
<sup>1</sup>iVentures is our Silicon Valley based venture capital firm investing in purpose-driven entrepreneurs with high-performance companies, while providing access to resources and an ecosystem of specialists across hardware, software, and sustainability.

# 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



## DEBRECEN

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



## STEYR/DINGOLFING

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



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

Strategic Group EBT margin of  $> 10\%$ .

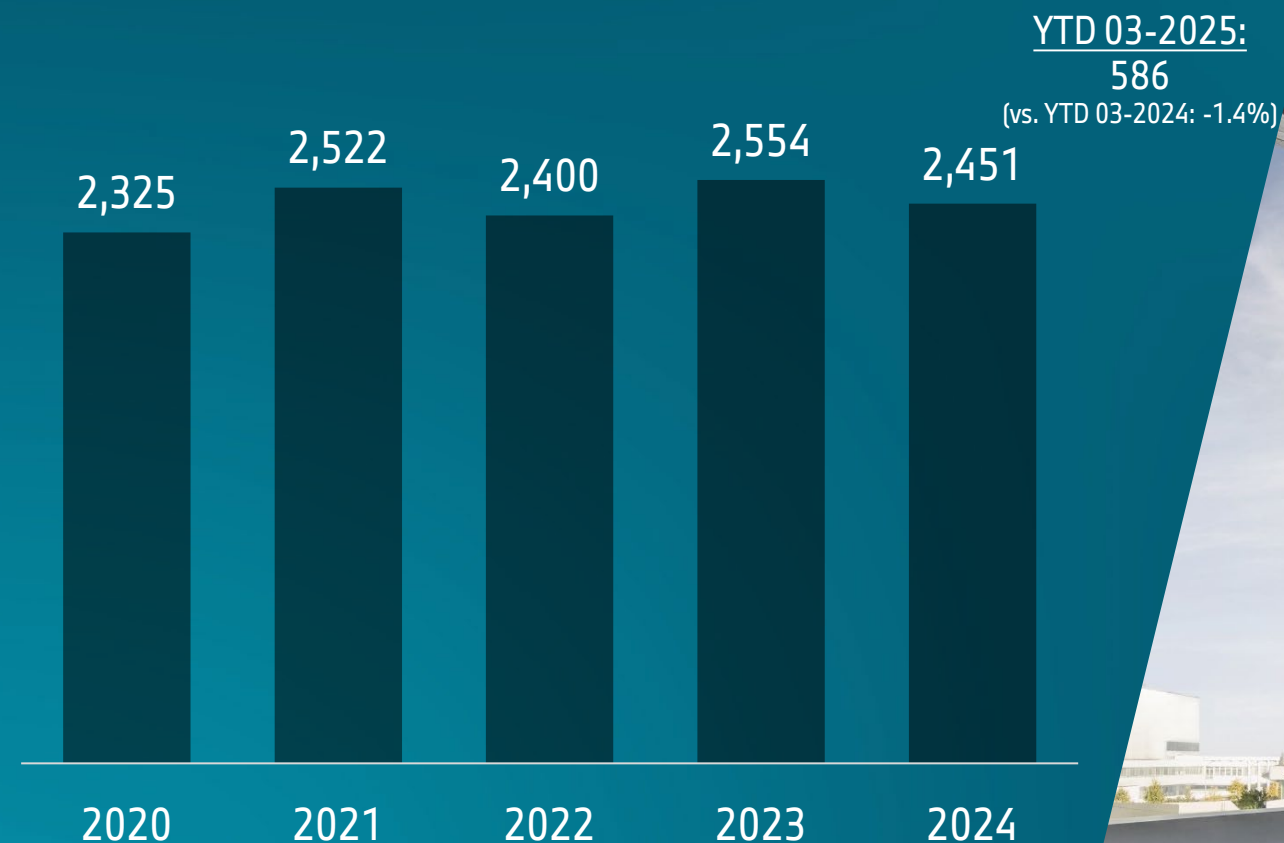
Strategic Auto EBIT margin corridor of 8 – 10% and strategic Auto FCF of  $> \text{€ } 7 \text{ bn.}$

Consistently reliable dividend payout complemented by enhanced 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].



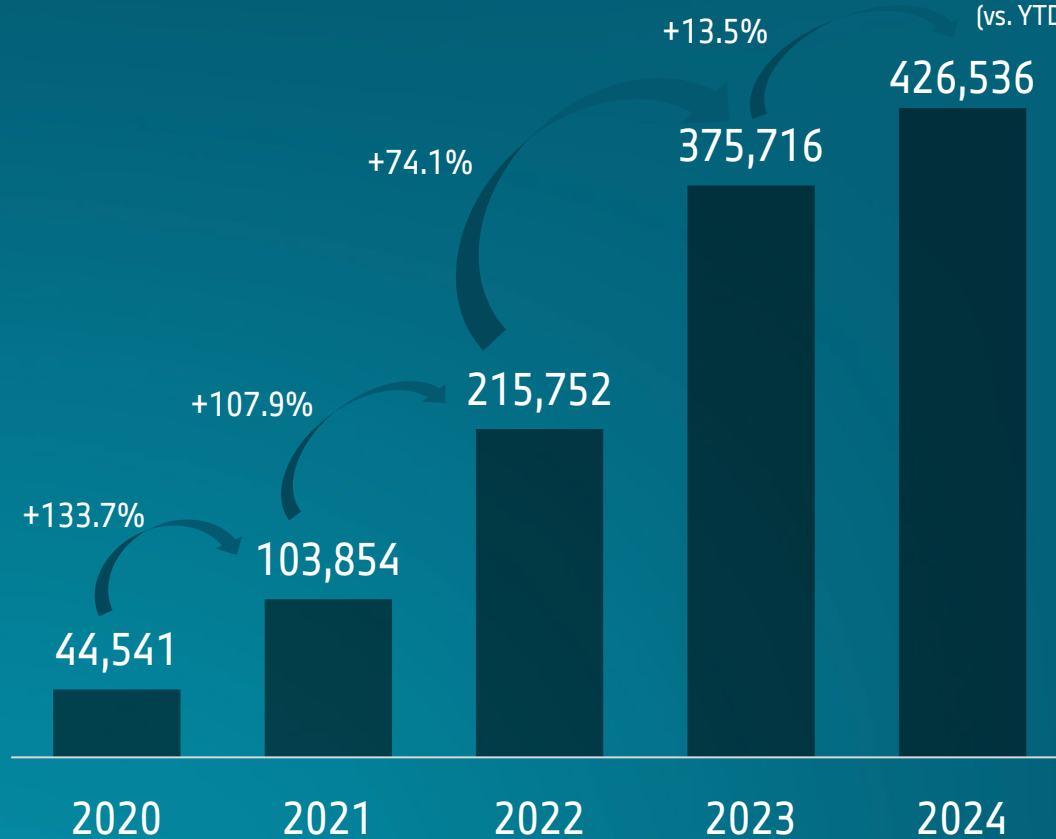
The **BMW brand** managed to **increase deliveries** across all vehicle drivetrains in **all sales regions outside of China**.



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

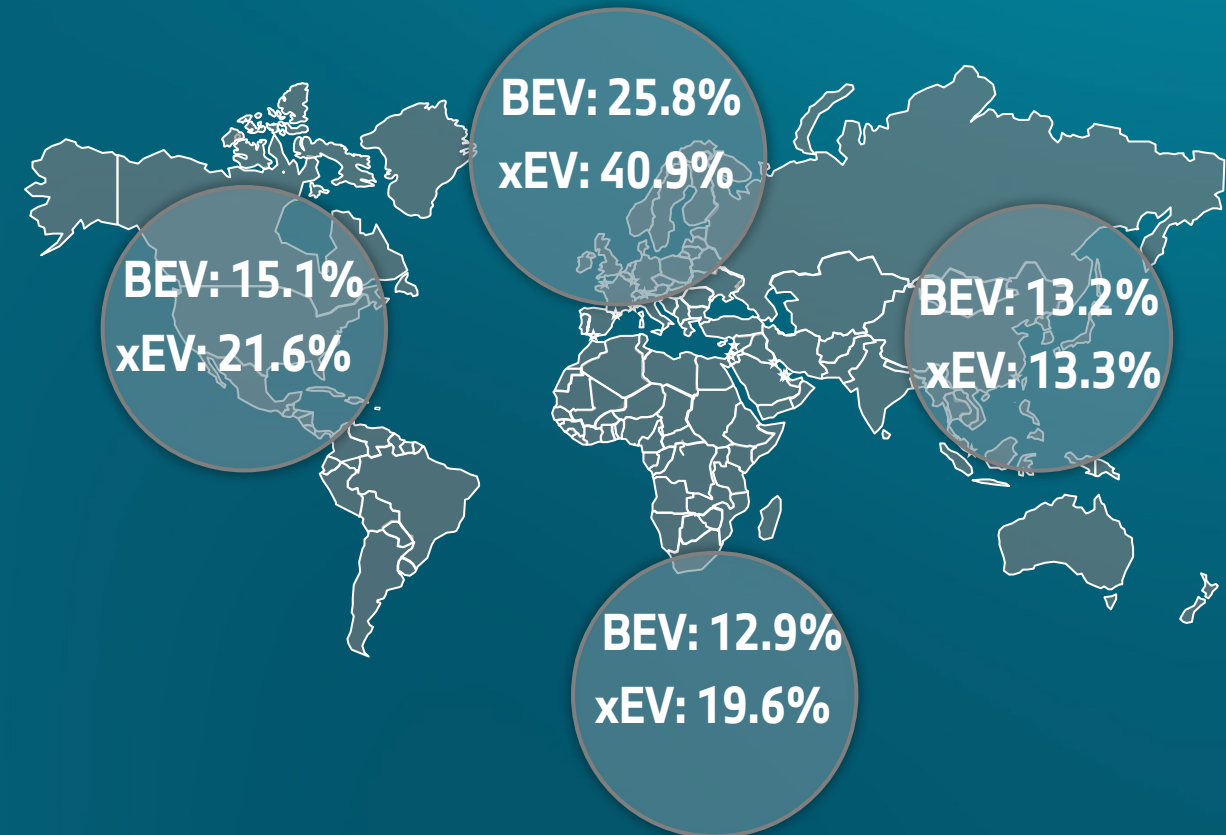
BMW Group total deliveries of BEVs [in units].

YTD 03-2025:  
109,516  
(vs. YTD 03-2024: +32.4%)

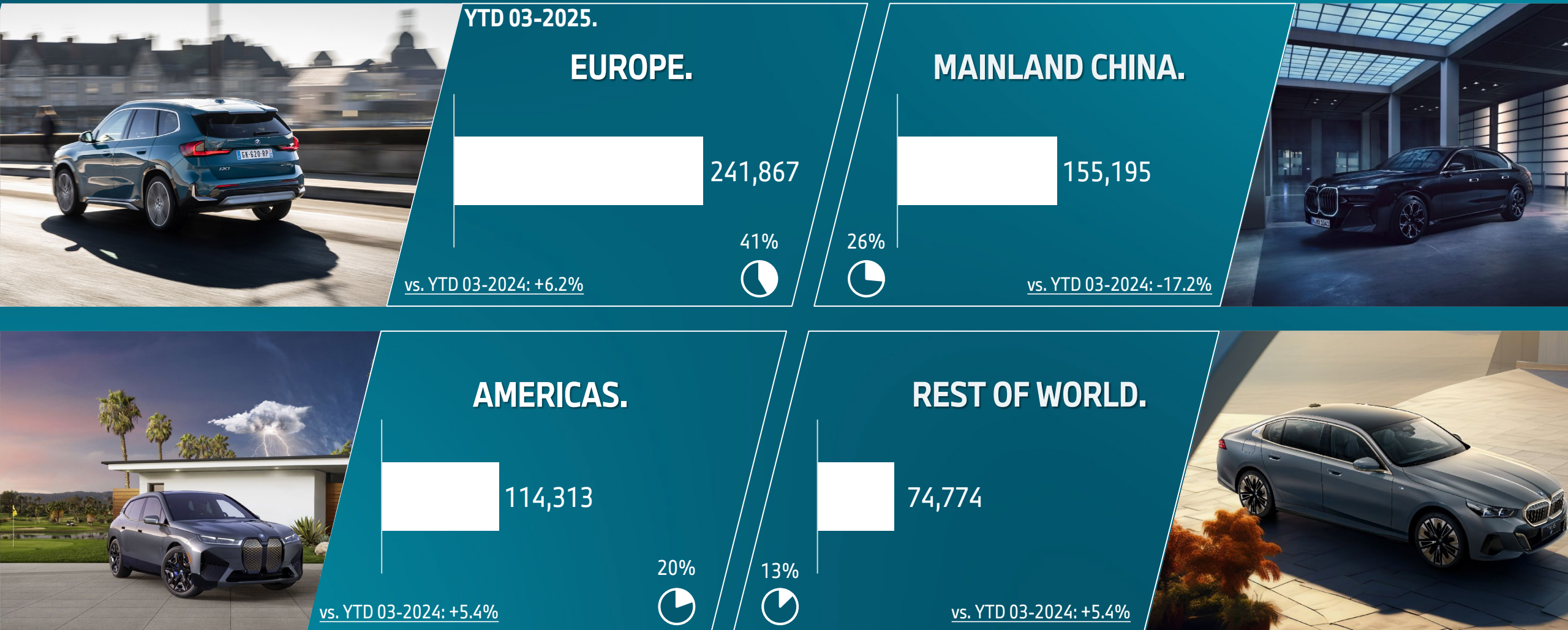


BEV / xEV share per region.

In % of total YTD Mar. 2025.



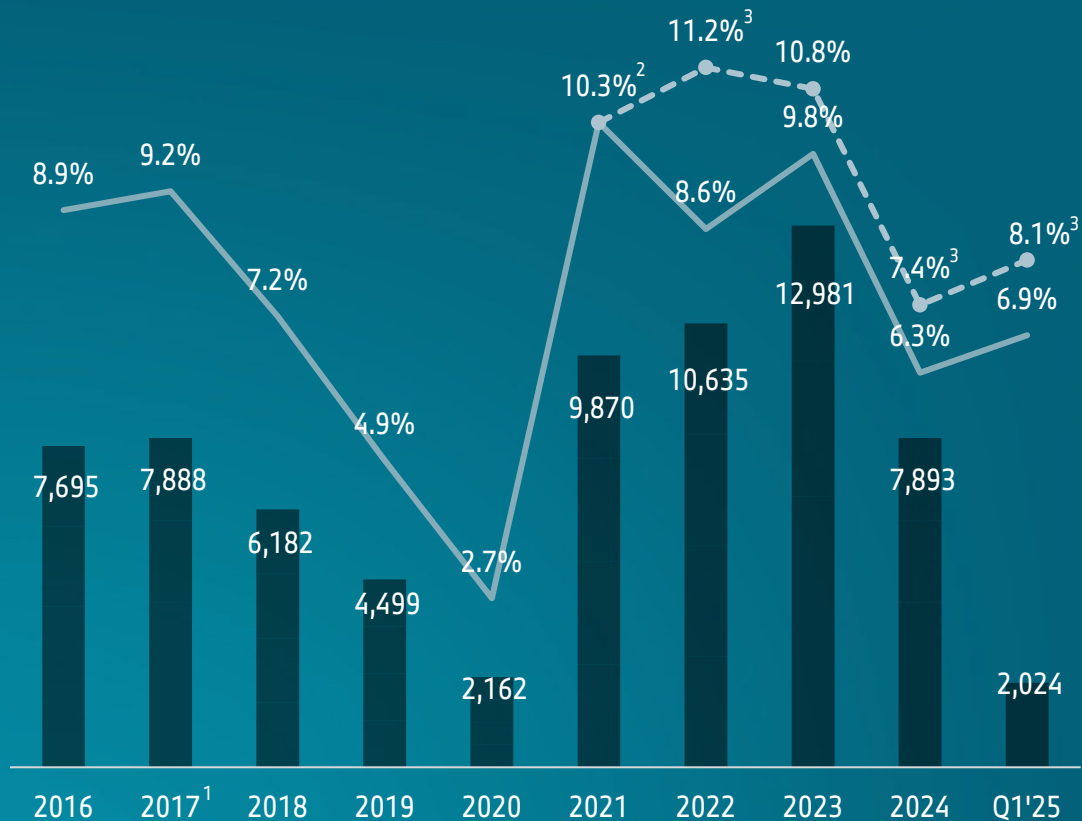
# OUR GLOBALLY BALANCED FOOTPRINT ALLOWED US TO REACT FLEXIBLY TO DEVELOPMENTS ACROSS >140 MARKETS.





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

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



**Outlook 2025 includes tariff impacts as of May 05<sup>th</sup>.**

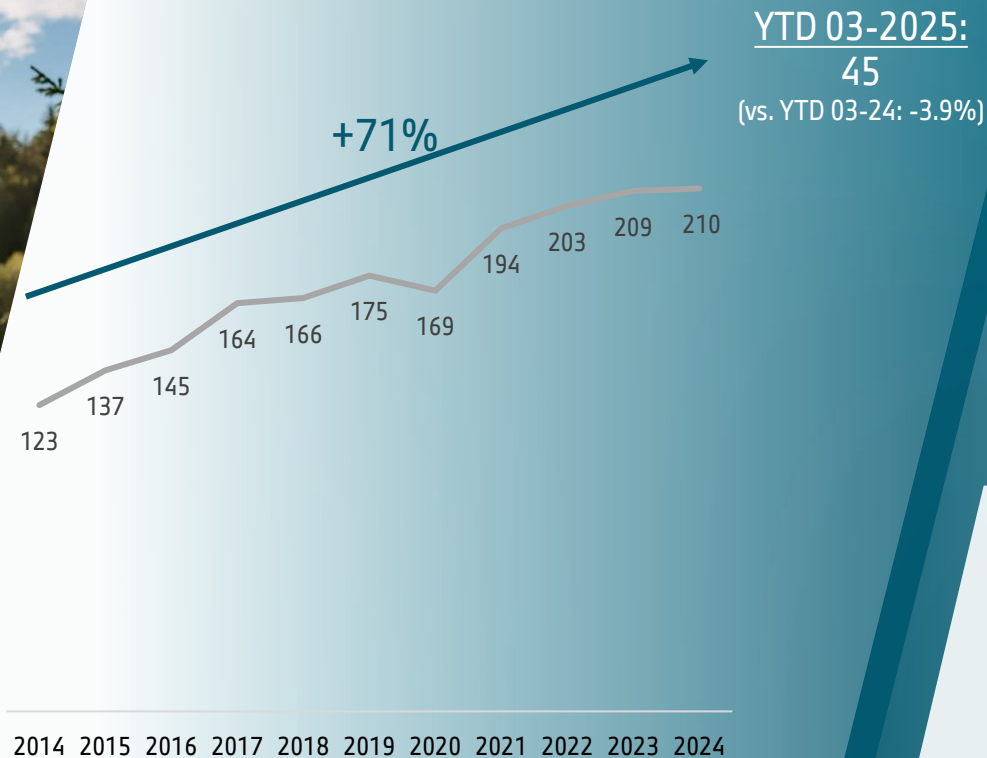
**Outlook 2025.**  
EBIT margin 5-7%.  
**Strategic target.**  
EBIT margin 8-10%.

<sup>1</sup>Adjusted value for 2017 in accordance with IFRS 15. | <sup>2</sup>Including an increase by around 1 percentage point due to the revaluation of the provision for the ongoing EU antitrust proceedings. | <sup>3</sup>Excluding the consolidation effects of the BBA full consolidation.

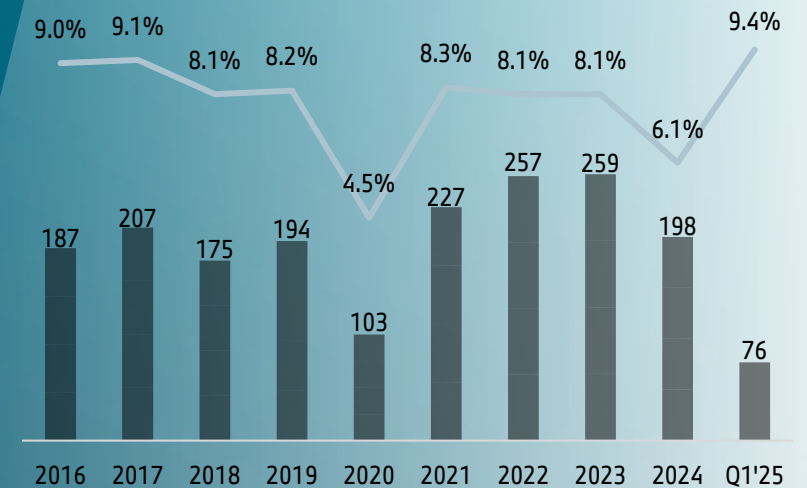
# BMW MOTORRAD SEGMENT WITH RECORD IN DELIVERIES IN 2024. SOLID EARNINGS ACHIEVED FOR THE FULL YEAR 2024.



Retail sales volume [in '000 units].



EBIT [in m€] | EBIT margin [in %].



**Outlook 2025.**  
EBIT margin 5.5-7.5%.  
**Strategic target.**  
EBIT margin 8-10%.



# BMW GROUP FINANCIAL SERVICES CONTRIBUTES SIGNIFICANTLY TO THE BMW GROUP PROFIT, SERVICING ~4.9 MILLION RETAIL CONTRACTS IN >30 COUNTRIES.

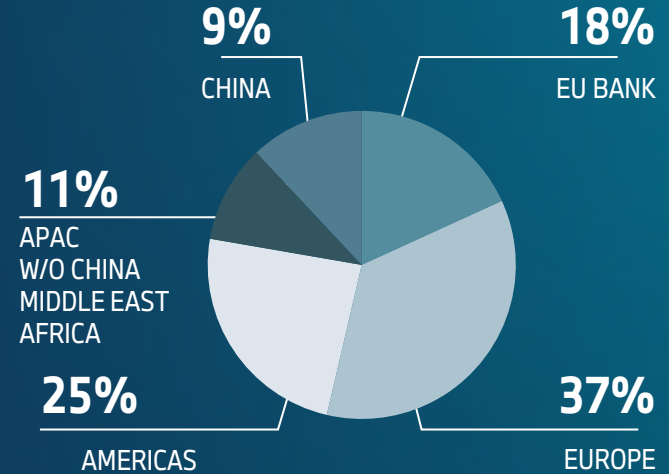
**Dealer Finance**  
€ 21.3 bn



Dealer Finance mainly consists of inventory financing.

**Serviced Retail Contracts**

4.9 m contracts



**Insurance**  
5.7 m contracts



**Banking**  
€ 12.4 bn

Banking mainly consists of deposit business.

**BMW Financial Services**  
€ 107.1 bn



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

**Alphabet**  
€ 19.6 bn



Alphabet focuses mainly on fleet business.

**Alphera**  
€ 6.6 bn



Alphera focuses on non-BMW Group car financing.

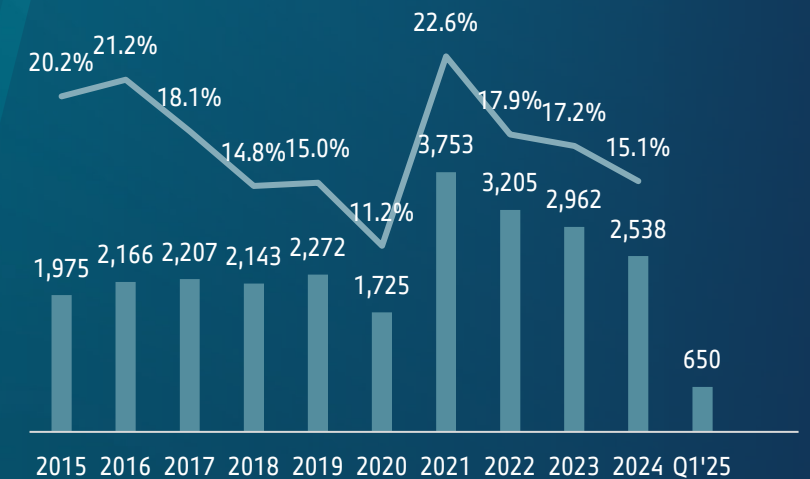
All figures referring to FY-2024.

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

Credit loss ratio [in %].



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



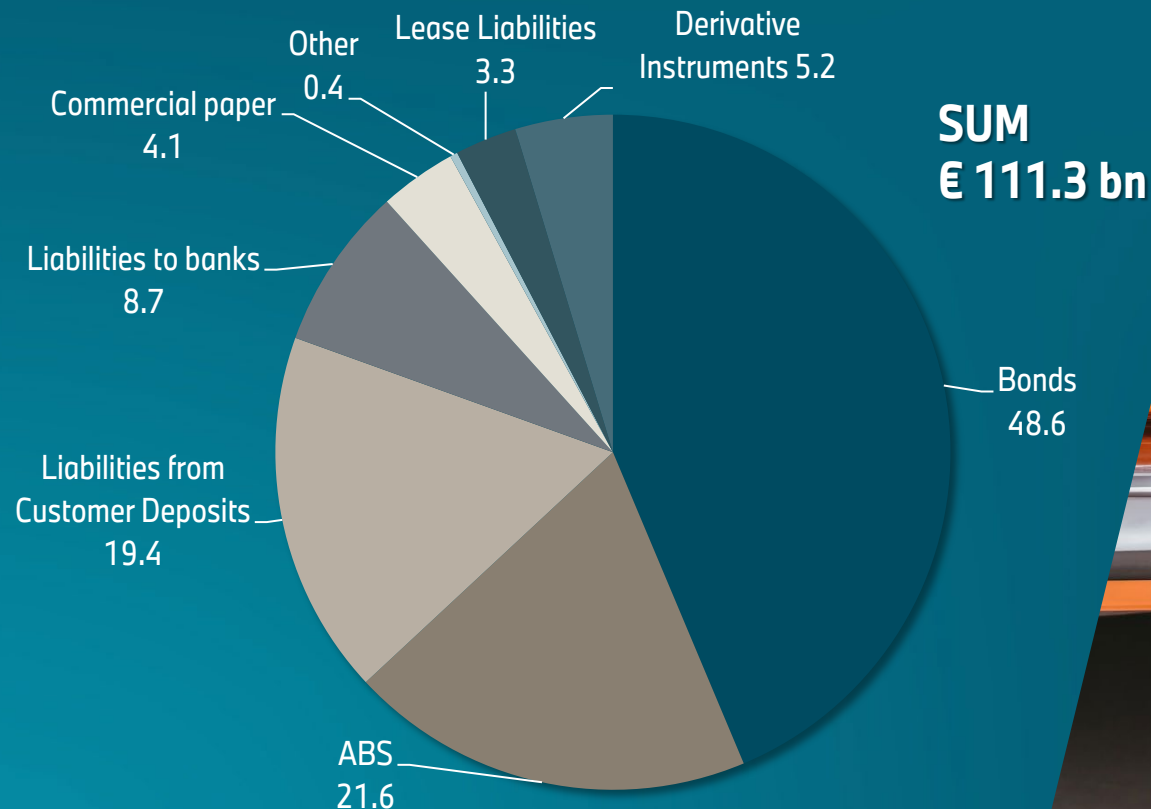
**Outlook 2025.**  
Return on Equity 13–16%.  
**Strategic target.**  
Return on Equity >14%.

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.



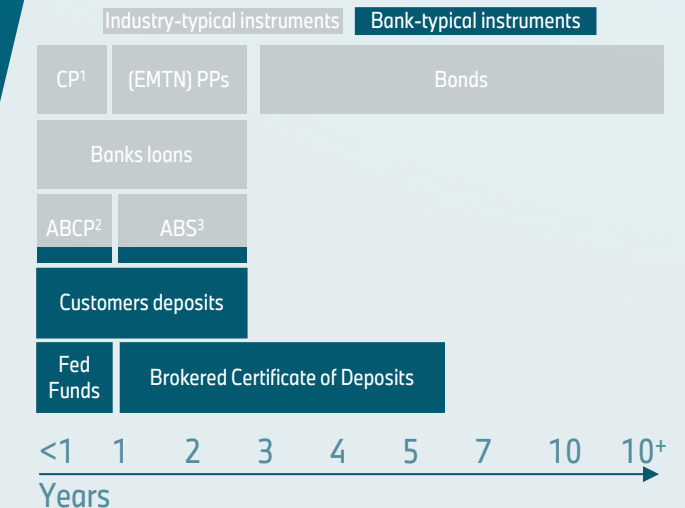
# OUR FUNDING MIX WITH A COMBINATION OF INDUSTRY AND BANK-TYPICAL FINANCING INSTRUMENTS IS WELL DIVERSIFIED.

Financial liabilities as of 12/24 [in € bn].



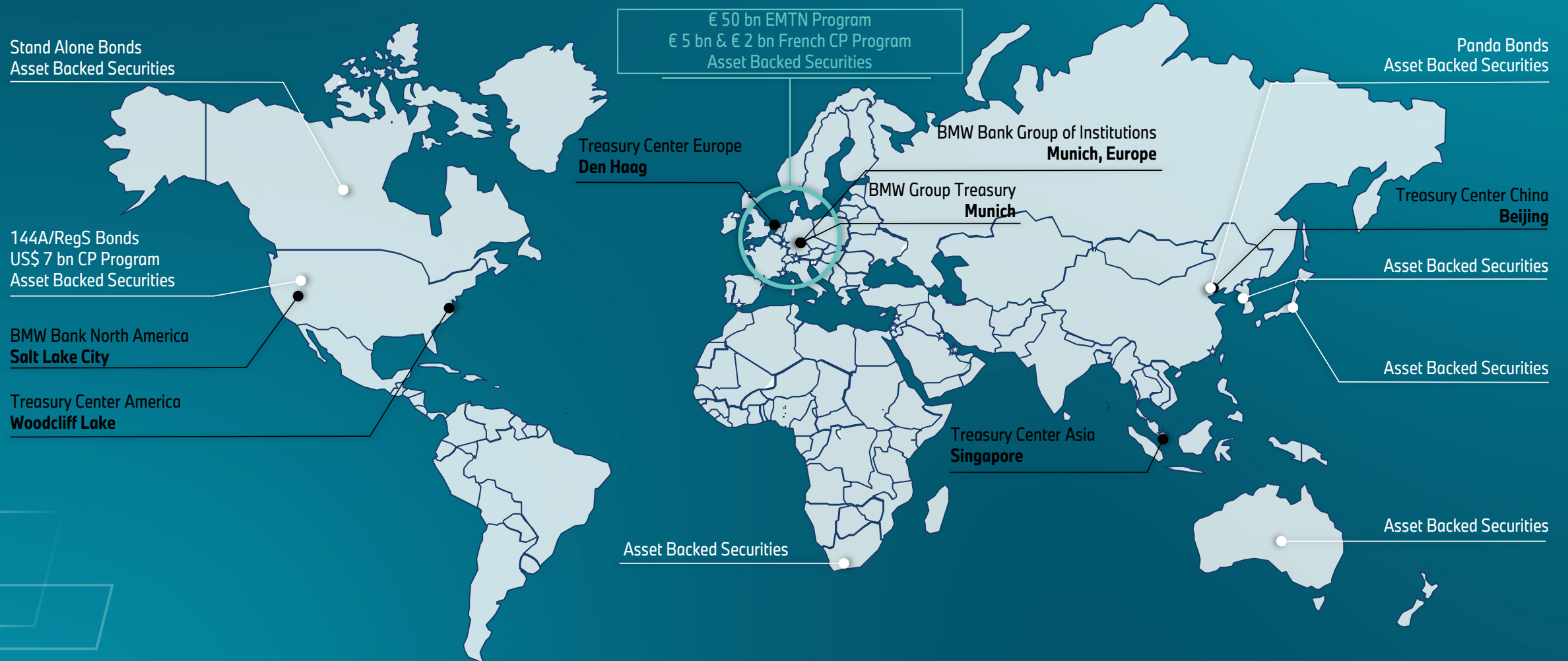
**Our approach.**  
Continuing to target a varied debt structure.

## Our funding instruments.



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

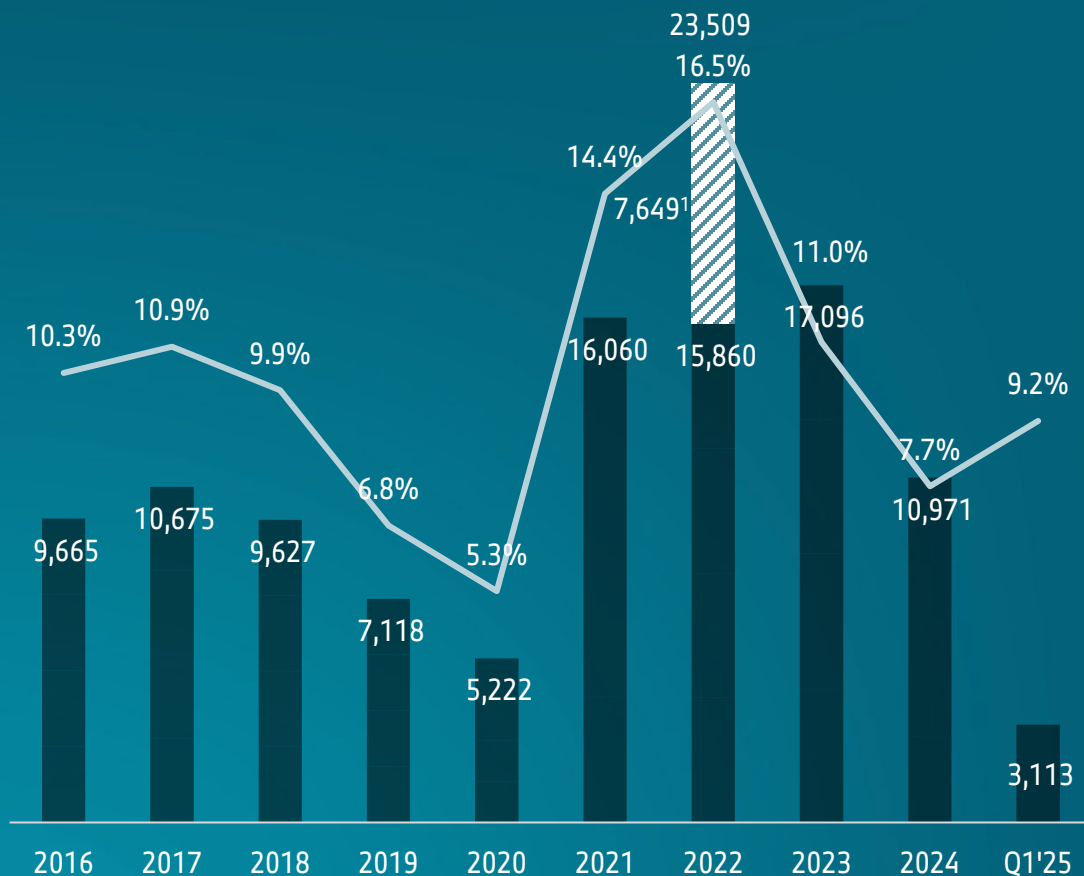
# OUR BMW GROUP TREASURY ORGANIZATION ENSURES 24 HOUR GLOBAL MARKET ACCESS AND COVERAGE.





# EARNINGS IN 2024 WITHIN ADJUSTED GUIDANCE. 2022 EARNINGS BOLSTERED BY THE CONSOLIDATION OF OUR CHINESE JOINT VENTURE.

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

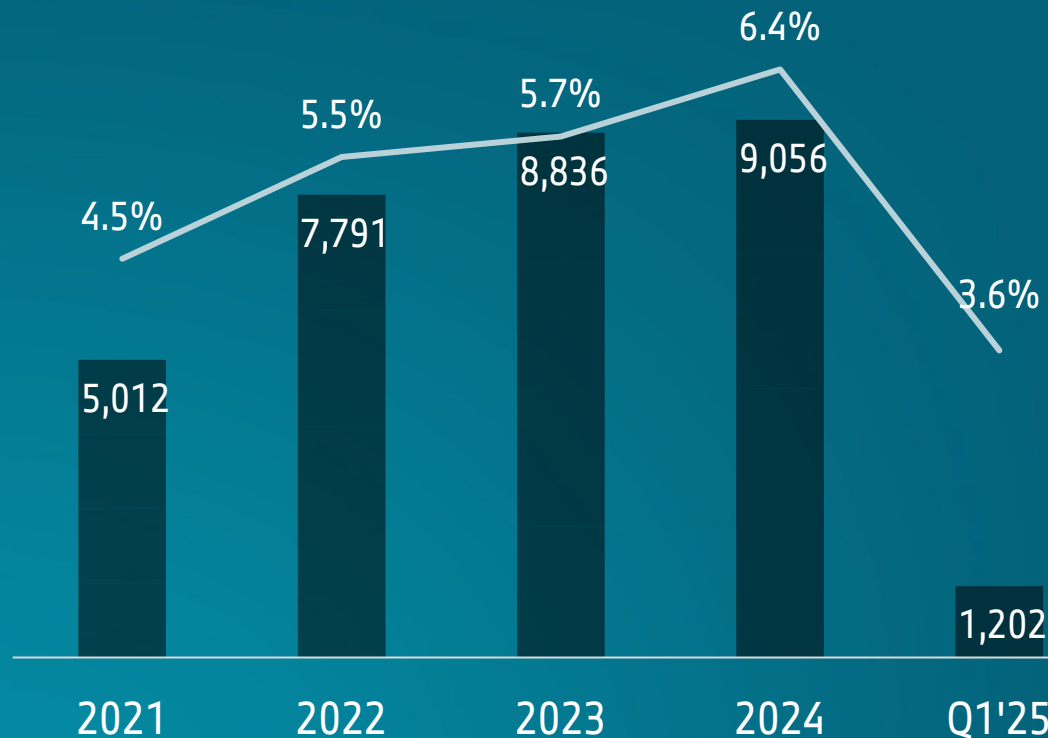


**Outlook 2025.**  
EBT on previous year's level.  
**Strategic target.**  
EBT margin >10%.

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

# CAPEX REACHED PEAK LEVELS IN 2024 - OUR PRODUCTION NETWORK IS PREPARED FOR FURTHER ELECTRIFICATION AND NEUE KLASSE.

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



Capex to decrease  
meaningfully in 2025  
from peak level in 2024.

**Expectation 2025.**  
Capex ratio <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 PEAKED IN 2024, IN LINE WITH THE PRIORITY ON FUTURE TECHNOLOGIES TO DRIVE INNOVATION IN THE INDUSTRY.

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



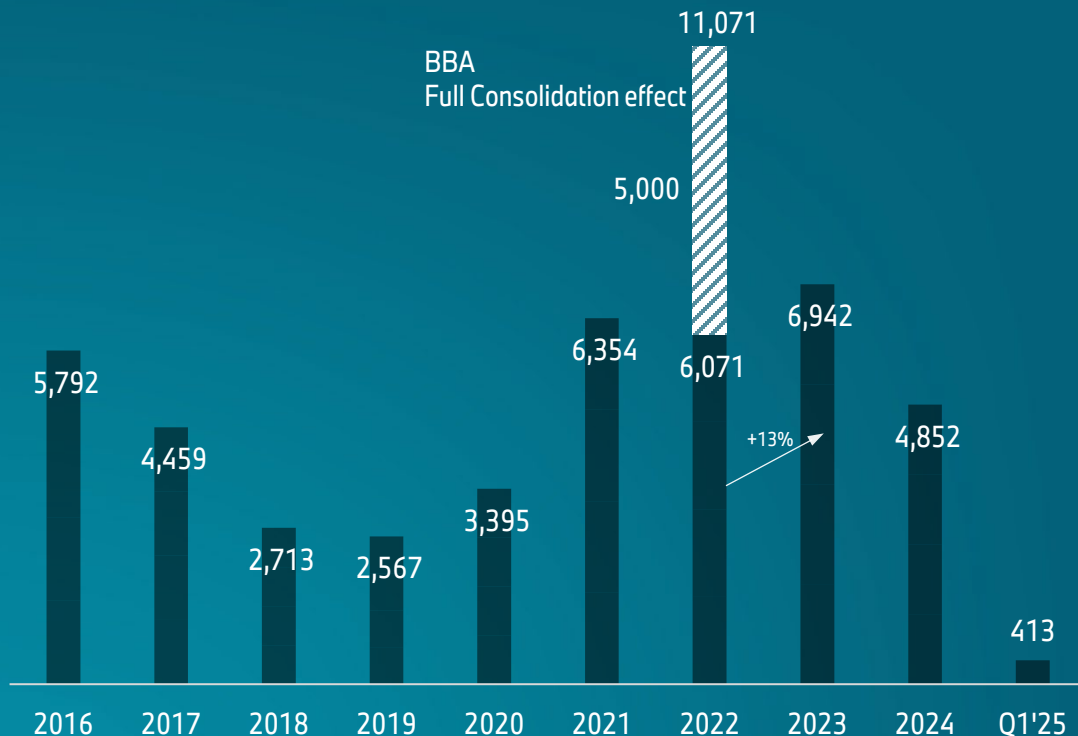
**R&D expenditure to decrease meaningfully in 2025 from peak level in 2024.**

**Expectation 2025.**  
R&D ratio <6%.  
**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.

# IN SPITE OF PEAK INVESTMENTS IN CAPEX AND R&D, AUTOMOTIVE FCF CAME IN ABOVE THE TARGET ASPIRATION OF > € 4 BN.

Free cash flow automotive segment [in m€].



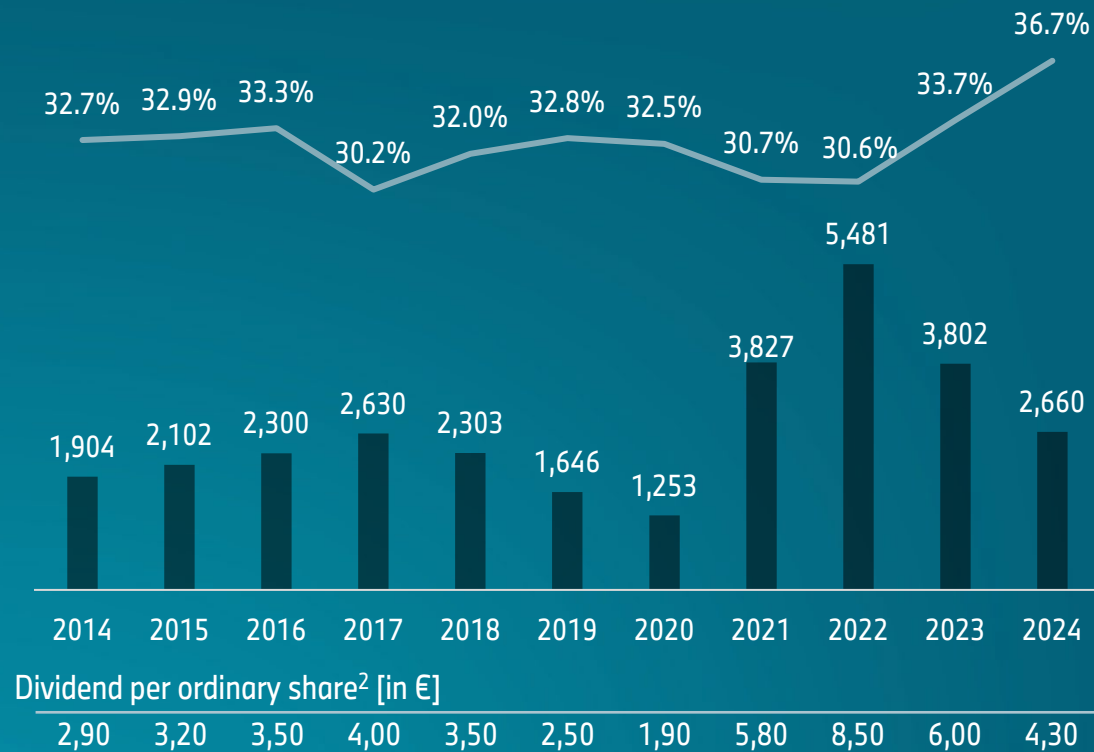
Free cash flow: corresponds to the cash inflow from operating activities of the automobiles segment less the cash outflow for investing activities of the automobiles segment adjusted for net investment in marketable securities and term deposits. I 2022 figures including consolidation effects (one-off effect of € 5 bn)

**Expectation 2025.**  
FCF > € 5 bn.  
**Strategic target.**  
FCF > € 7 bn.



# OUR SOLID OPERATING BUSINESS PERFORMANCE AND STRONG BALANCE SHEET 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.

# BMW ENHANCED SHAREHOLDER RETURNS BY ADDITIONALLY INTRODUCING THE ONGOING SHARE BUYBACK ACTIVITIES.

## Approved AGM authorization in May 2022.

Authorisation of up to 10% of share capital by May 2027.

## Share Buyback Activities since May 2022.

Since July 2022, a total of around 47 million ordinary and preference shares, corresponding to > 7% of share capital, have been bought back via the stock exchange for around € 3.8 bn.

(Status as of 09.03.2025)

## Proposed AGM resolution for new Share Buyback authorization in May 2025.<sup>1</sup>

Up to 10% of share capital can be acquired by May 2030.

<sup>1</sup> The new authorisation will replace existing authorisations after approval.



## Strategic guidance.

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

Cash outflow is supported by FCF generation by Segment Automotive.



# FOCUS ON LONG-TERM VIEW AS WELL AS OPERATIONAL EXCELLENCE.



## BMW Group.

Profit before tax.  
At previous year's  
level.

Size of workforce.  
At previous year's  
level.



## Segment Automotive.

Deliveries.  
Slight increase.

EBIT margin.  
5-7%.

ROCE.  
9-13%.



## Segment Motorcycle.

Deliveries.  
Slight increase.

EBIT margin.  
5.5-7.5%.

ROCE.  
13-17%.



## Segment Financial Services.

Return on Equity.  
13-16%.

Unless specific ranges are specified, the BMW Group uses the terminology and ranges, to be found in the BMW Group Report 2024 Glossary, as a basis when forecasting key performance indicators.

NEUE KLASSE 2025.  
OUR NEXT LEVEL MOBILITY.





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

## IR Contact

BMW Group Investor Relations  
Petuelring 130 | 80788 Munich

✉ [ir@bmwgroup.com](mailto:ir@bmwgroup.com)

🌐 <http://www.bmwgroup.com/ir>

**Adam Sykes**  
Vice President  
Investor Relations

✉ | +49-89-382-25387



**Ulrike Bastian**  
ESG IR & AGM<sup>1</sup>

+49-89-382-28044



**Daniela Beer**  
Equity & ESG IR

+49-89-382-25428



**Andreas Stöffler**  
Equity IR & AGM<sup>1</sup>

+49-89-382-17944



**Anna Wolff**  
Equity & CRA<sup>2</sup>

+49-89-382-37454



**Dr. Julia Krause**  
Equity & Debt IR

+49-89-382-33310



**Patrick Neumayer**  
Equity & Debt IR

+49-89-382-24272



**Sabine Rabus**  
Coordination IR

+49-89-382-31739



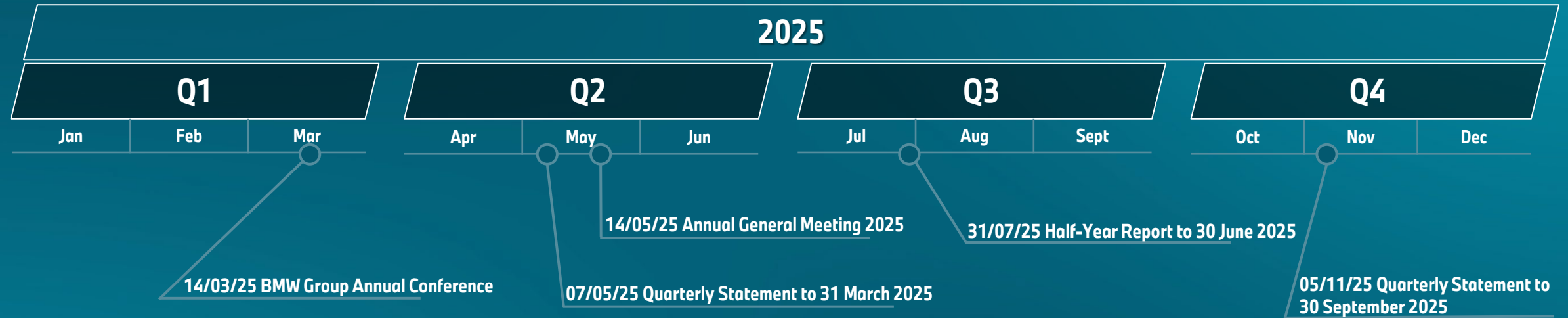
**Meike Sauvagerd**  
CRA<sup>2</sup>

+49-89-382-97923



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

# FINANCIAL CALENDAR 2025.





# LINKS.

## BMW Company Reports



## Telephone Conferences



## ESG 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 iX xDrive60	Electrical consumption combined: 21.9 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
Mini Aceman JCW	Electrical consumption combined: 16.4 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
Rolls-Royce Spectre	Electrical consumption combined: 23.6 – 22.2 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
Mini Cooper S Cabrio	Fuel consumption weighted combined: 6.9 l/100km; CO <sub>2</sub> -emissions combined: 156 g/km; CO <sub>2</sub> Class: F
BMW i7 xDrive60	Electrical consumption combined: 22.3 – 22.2 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW R 1250 GS	Fuel consumption weighted combined: 4.75l/100km; CO <sub>2</sub> -emissions WMTC: 110 g/km
BMW X1 xDrive23i	Fuel consumption weighted combined: 7 – 6.6 l/100km; CO <sub>2</sub> -emissions combined: 159 - 149 g/km; CO <sub>2</sub> Class: F
BMW i4 eDrive35 Gran Coupé	Electrical consumption combined: 18.6 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW iX3	Electrical consumption combined: 18.0 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW iX2 xDrive30	Electrical consumption combined: 17.7 – 17.6 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW i5 M60 xDrive Limousine	Electrical consumption combined: 19.5 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A

# CONSUMPTION AND EMISSION DATA.

Modell	Consumption Data
BMW iX5 Hydrogen	Hydrogen consumption weighted combined: 1,2 kg/100km; CO <sub>2</sub> -emissions combined: 0 g/km; CO <sub>2</sub> Class: A
MINI Aceman E	Electrical consumption combined: 14.6 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW iX1 xDrive30	Electrical consumption combined: 18.1 – 17.9 kWh/100km; CO <sub>2</sub> emissions combined: 0 g/km; CO <sub>2</sub> Class: A
BMW M3 CS Touring	Fuel consumption weighted combined: 10.5 l/100km; CO <sub>2</sub> -emissions combined: 238 g/km; CO <sub>2</sub> Class: G
BMW R12 S	Fuel consumption weighted combined: 5.1 l/100km; CO <sub>2</sub> -emissions WMTC: 119 g/km