

BMW GROUP TECH WORKSHOP.

OLIVER ZIPSE

CHAIRMAN OF THE BOARD OF MANAGEMENT OF BMW AG



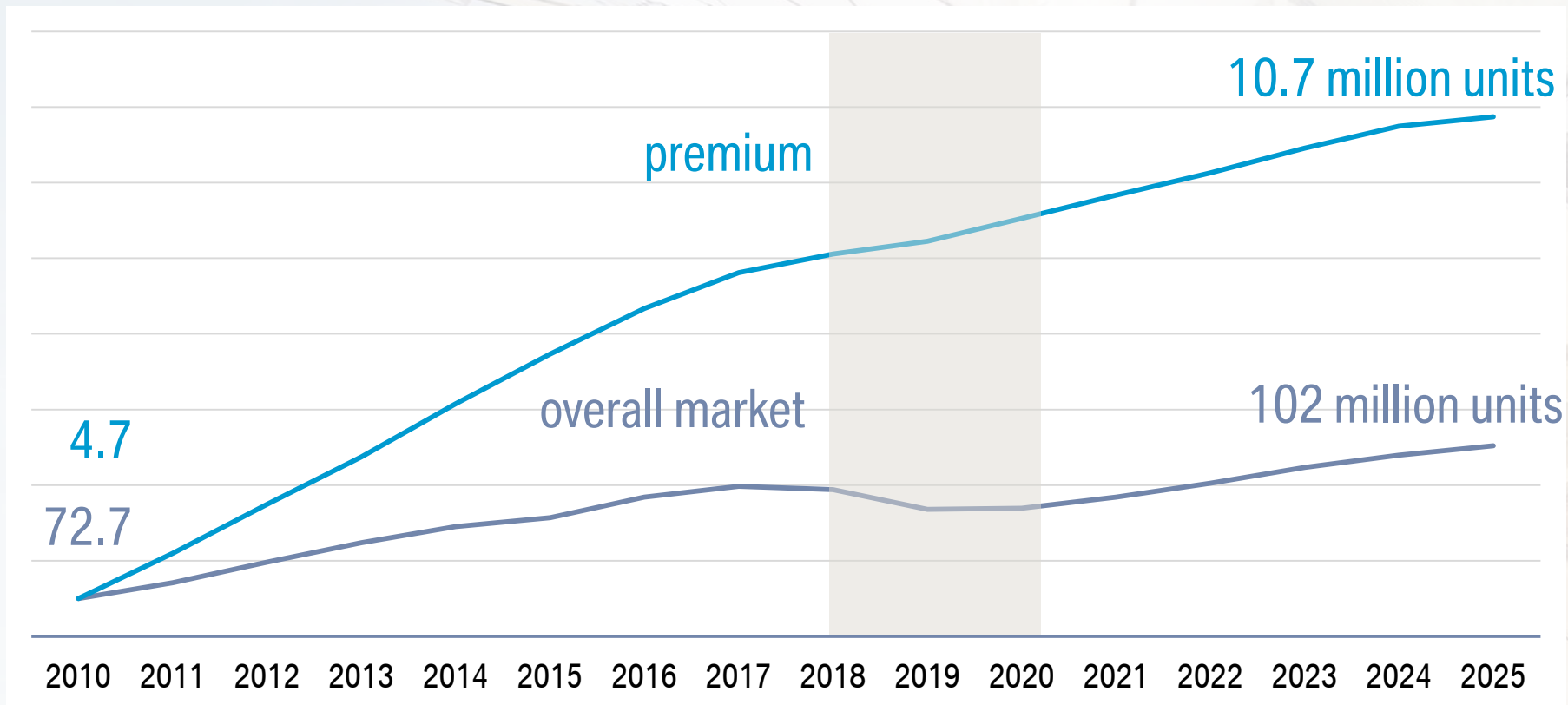
20 November 2019



Rolls-Royce
Motor Cars Limited

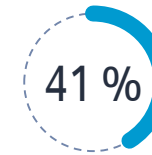
INDIVIDUAL MOBILITY IS A VERY STABLE LONG-TERM TREND.

Growth rate in overall market and premium segment
[IHS, index year 2010; incl. light commercial vehicles]



THE IMPACT OF URBANIZATION .

Population share



Changes in mobility behavior are mainly in densely populated areas.

Most of our customers live in areas where cars are the best option.

THE CAR IS ONE OF THE MOST COMPLEX TECHNICAL SYSTEMS.

Core Competence SYSTEM INTEGRATION



Design

Safety

Producing 11,000 cars per day

4,500 supplier locations

Thousands of parts per vehicle

High quality and precision

Customizable

Flexible for customer demand

Competitive pricing

Profitable

Managing millions of customers –
in sales, financial services
and aftersales

4,800 dealers
in 160 countries

In compliance
with regulation

Electric, electrified
and combustion engines

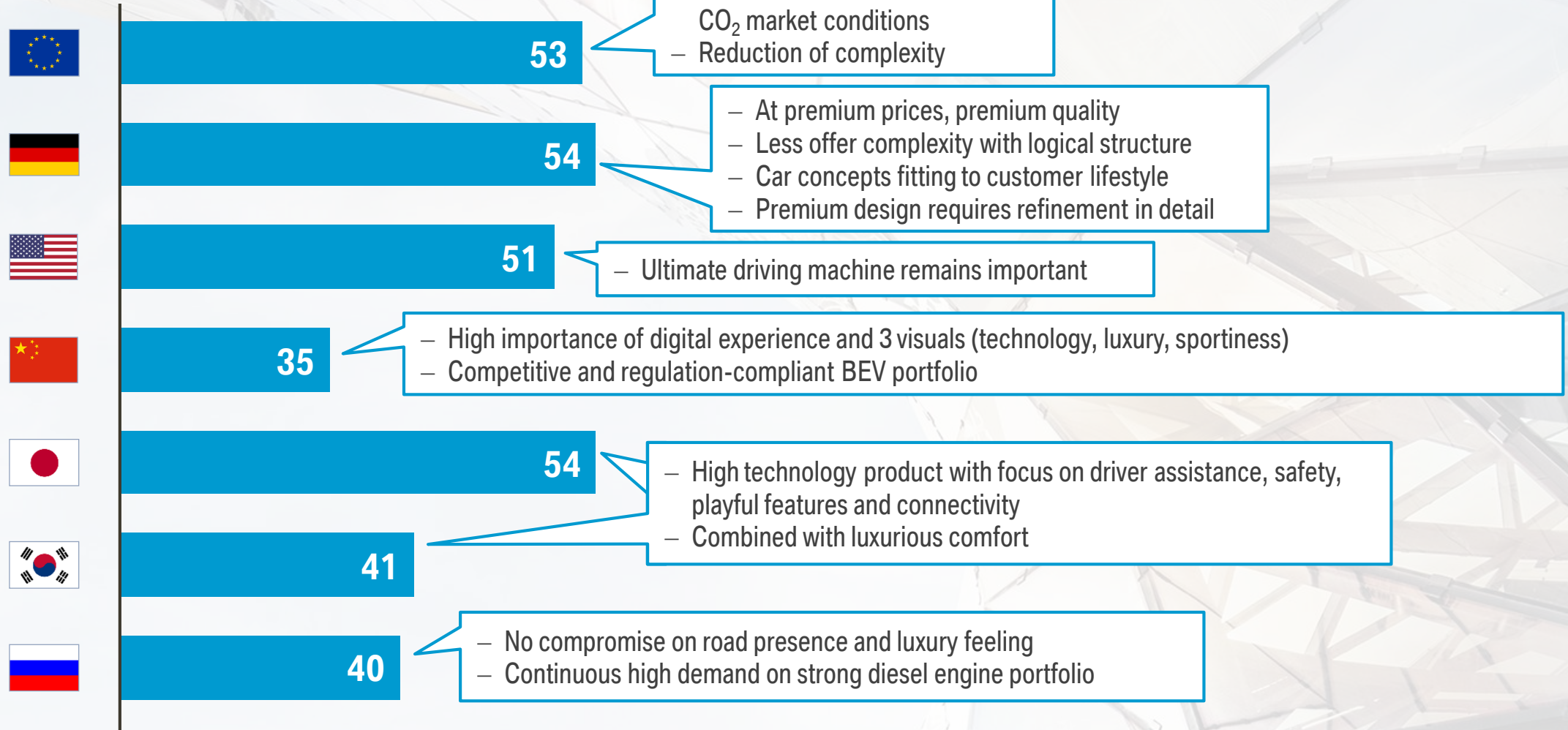
Automated driving

Digital services
and interfaces

Eco-friendly in
production and operation

UNDERSTANDING OUR CUSTOMERS.

Age of BMW customers (years)

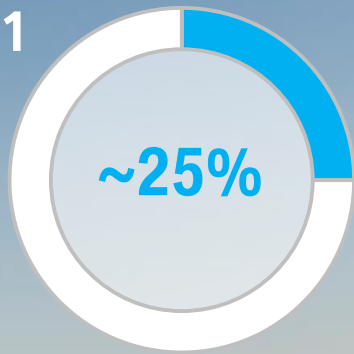


...and market requirements.

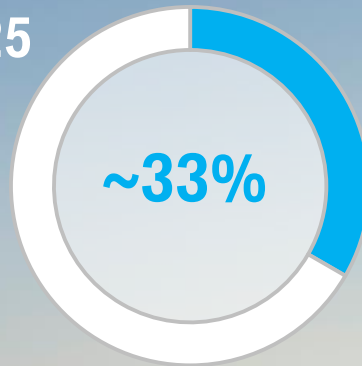
STEPPING UP THE PACE IN ELECTRIFICATION: THE RIGHT INNOVATIONS AT THE RIGHT TIME.

BMW Group targets for sales of electrified vehicles in Europe

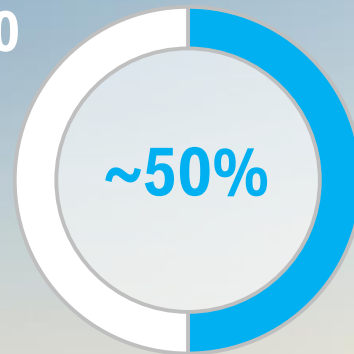
2021



2025



2030



By 2023, the BMW Group will have 25 electrified models on offer, more than half of them fully electric.



FLEXIBLE VEHICLE PLATFORMS.

The Power of Choice



THE BMW GROUP ELECTRIFICATION STRATEGY.



Battery Cells.

Build-to-print competence.

5th generation e-drive.

Scalable modular systems, no rare earth.

Vehicle platforms.

Flexible ICE/PHEV/BEV architecture.

Costs.

Competitive and profitable models.

Production.

Production flexible for all drivetrain variants.

Resource availability.

Direct sourcing of Cobalt.

Customer perspective:

The best offer.

Convincing with range, performance, usability, quality, safety, longevity, superior workmanship and costs.