

ANALYST AND INVESTOR CONFERENCE.

19 MARCH 2020.

**BMW
GROUP**



Rolls-Royce
Motor Cars Limited



AGENDA.



DR. NICOLAS PETER.

Financial
Statements 2019.

OLIVER ZIPSE.

Strength
through Flexibility.

Q&A.



DR. NICOLAS PETER.

MEMBER OF THE BOARD OF MANAGEMENT OF BMW AG.
FINANCE.

FINANCIAL STATEMENTS 2019

IMPROVING OUR PERFORMANCE QUARTER BY QUARTER.



2019
AUTOMOTIVE EBIT
in m€



4TH QUARTER REVENUES. STRONGEST QUARTER IN OUR HISTORY.



in m€	Q4 2018*	Q4 2019	CHANGE [%]
Deliveries [units]	656,823	665,803	+1.4
Revenues Group	24,482	29,366	+19.9
Earnings before tax Group [EBT]	1,800	2,055	+14.2
EBIT margin Automotive Segment [in %]	6.3	6.8	+0.5

* Prior year's figures adjusted due to a change in accounting policy in connection with the adoption of IFRS 16; see note 6 to the Group Financial Statements. In addition, figures for the prior year have been adjusted due to changes in presentation of selected items, which are not material overall.

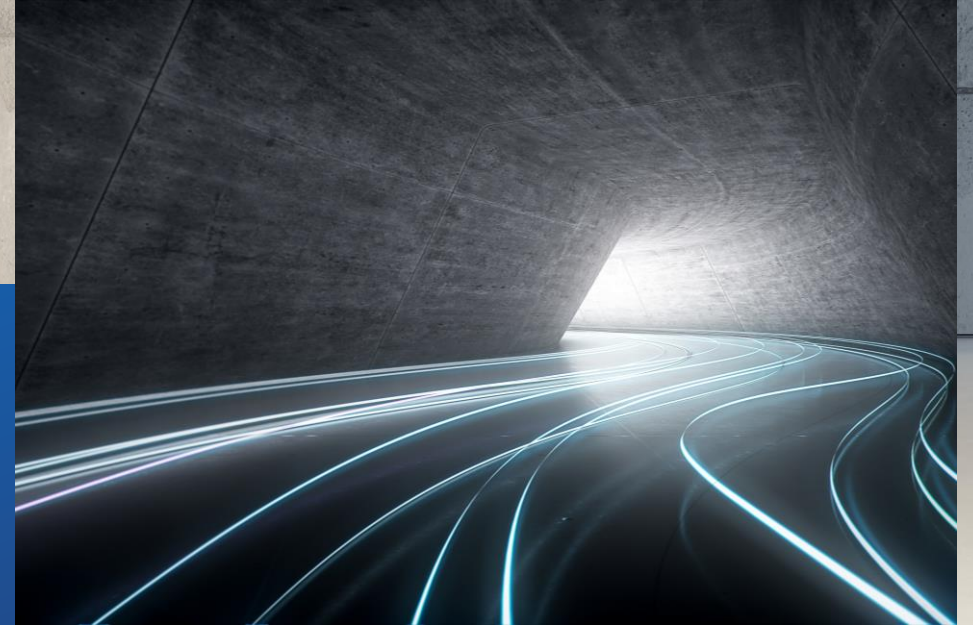
STRONG GROUP EBT DESPITE ANTITRUST PROVISION.



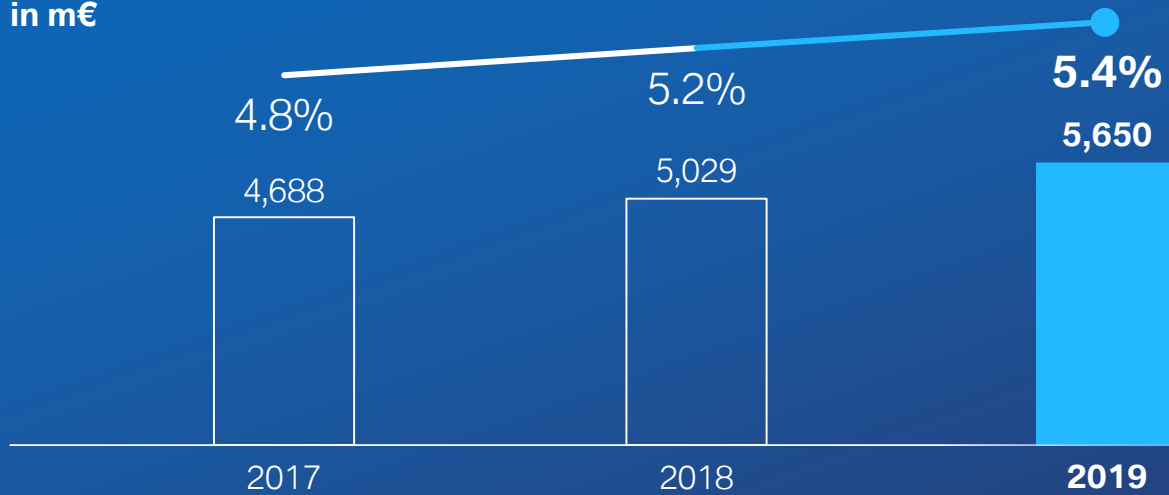
in m€	2018*	2019	CHANGE [%]
Deliveries [units]	2,483,292	2,538,367	+2.2%
Revenues Group	96,855	104,210	+7.6%
Earnings before tax Group [EBT]	9,627	7,118	-26.1%

* Prior year's figures adjusted due to a change in accounting policy in connection with the adoption of IFRS 16; see note 6 to the Group Financial Statements. In addition, figures for the prior year have been adjusted due to changes in presentation of selected items, which are not material overall.

OUR **INNOVATIVE STRENGTH.** TARGETED FOCUSED INVESTMENTS.



Capital expenditure* in m€



* Excl. capitalised development costs.

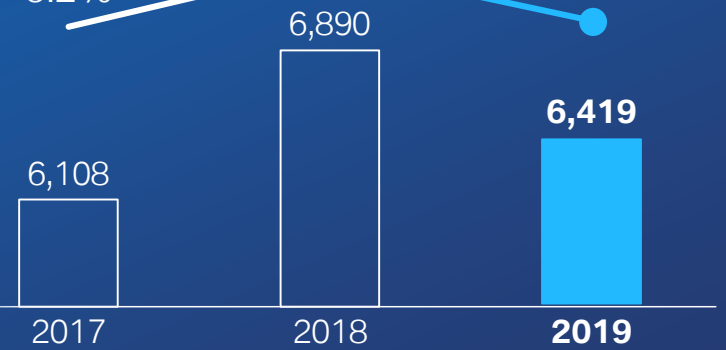
GEARING OUR COMPANY TOWARDS THE FUTURE.



R&D ratio
(HGB)
BMW Group



R&D
expenditure
(HGB)
in m€



PAYOUT RATIO RISES TO 32.8%.

Dividend per
common share
in m€



2018



2019

Total dividend
payout
in m€



2018



2019



PAYOUT-RATIO.

32.0%



32.8%

AUTOMOTIVE SEGMENT

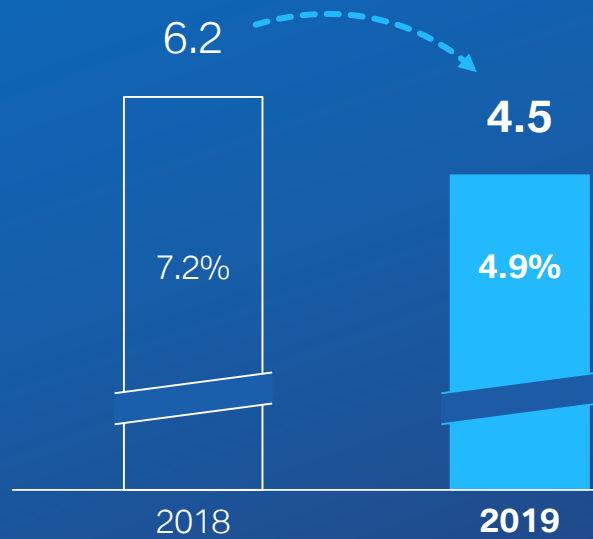
BENEFITS FROM STRONG MIX.



in m€	2018	2019	CHANGE [%]
Deliveries [units]	2,483,292	2,538,367	+2.2
Revenues	85,846	91,682	+6.8
Earnings before interest and tax [EBIT]	6,182	4,499	-27.2
EBIT margin [in %]	7.2	4.9	-2.3

EBIT BRIDGE IN THE AUTOMOTIVE SEGMENT.

EBIT
in bn€



- +1.8** Volume/Mix/Market
- 0.4** Other cost changes and costs for future technologies
- 0.7** Net effect from currencies and commodities
- 0.9** Depreciation
- 1.5** Other operating income and expenses



PERFORMANCE>NEXT.

FOCUS ON PROFITABILITY AND FREE CASH FLOW.

PROFITABILITY.

SALES.

INDIRECT SPEND.

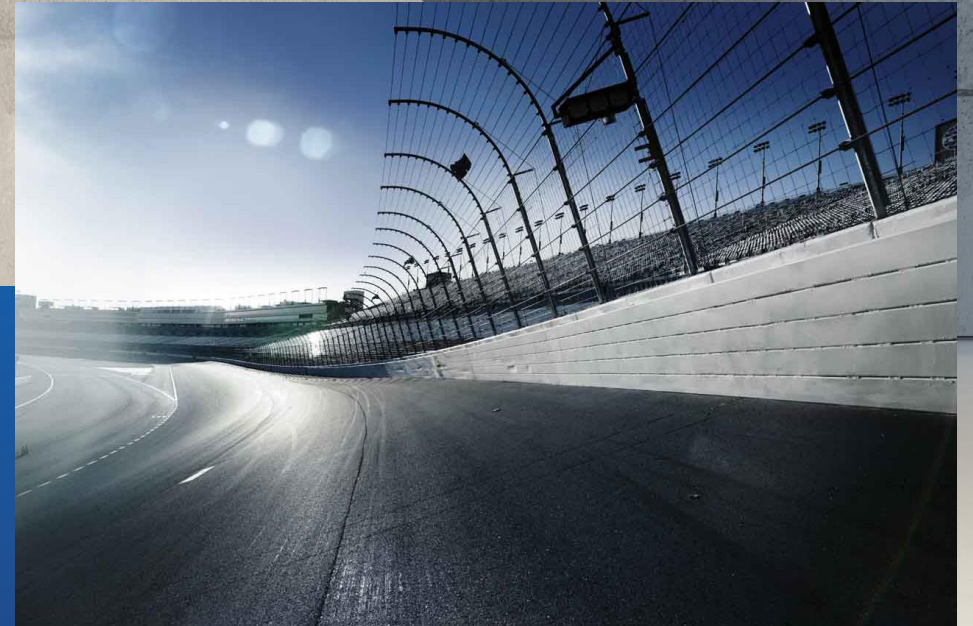
MATERIAL COST.

...

FREE CASH FLOW.

CAPITAL EXPENDITURE.

WORKING CAPITAL.

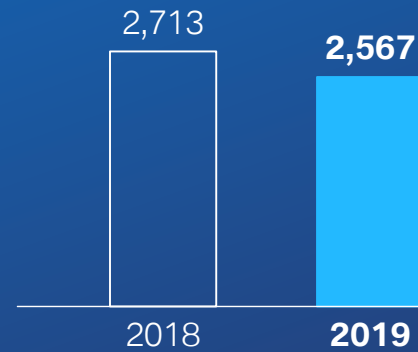


SOLID FREE CASH FLOW

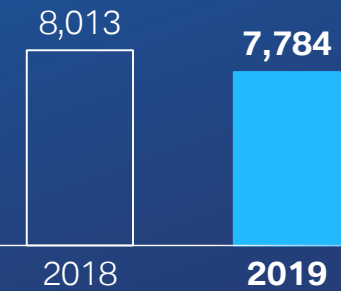
IN AUTOMOTIVE SEGMENT AT 2.57 BILLION EUROS.



Free cash flow
in m€



Total capital expenditure
in m€



HIGH LIQUIDITY. STRONG FOUNDATION FOR OUR BUSINESS.



Liquidity in m€

	2018	2019
	16,295	17,427
Marketable securities	5,316	5,391
Cash and cash equivalents	10,979	12,036

FINANCIAL SERVICES SEGMENT WITH STRONG PERFORMANCE.



in m€	2018*	2019	CHANGE [%]
Contracts with new customer [units]	1,908,640	2,003,782	+5.0
Total volume of new customer contracts	55,817	61,353	+9.9
Earnings before tax [EBT]	2,143	2,272	+6.0
Return on equity [in %]	14.8	15.0	+0.2
Penetration rate [in %]	50.1	52.2	+2.1

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MOTORCYCLES SEGMENT

WITH 9TH CONSECUTIVE SALES RECORD.



in m€	2018	2019	CHANGE [%]
Deliveries [units]	165,566	175,162	+5.8
Revenues	2,173	2,368	+9.0
Earnings before interest and tax [EBIT]	175	194	+10.9
EBIT margin [in %]	8.1	8.2	+0.1
Earnings before tax [EBT]	169	187	+10.7

COMBINED RESULT OF OTHER ENTITIES SEGMENT/ELIMINATIONS.



in m€	2018*	2019	CHANGE [%]
Automotive	6,977	4,467	-36.0
Motorcycles	169	187	+10.7
Financial Services	2,143	2,272	+6.0
Other Entities/Eliminations	338	192	-43.2
Group EBT	9,627	7,118	-26.1

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SOLIDIFYING OUR FINANCIAL STRENGTH.

GROWTH
IN THE RIGHT SEGMENTS.

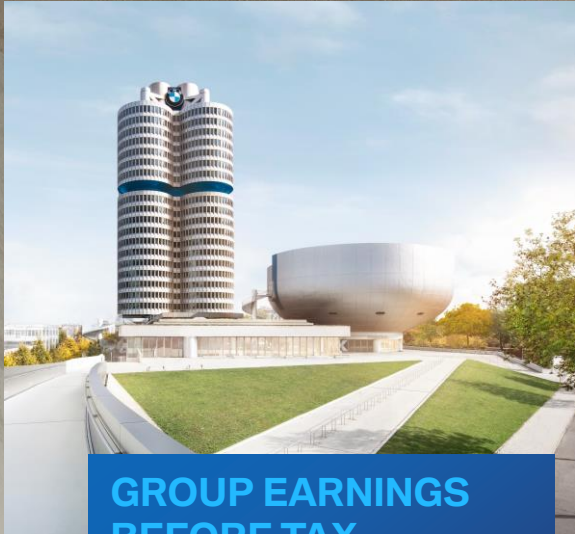
CLEAR PRIORITIES
TO STRENGTHEN OUR CORE BUSINESS.

EMISSIONS-FREE MOBILITY
IN THE FOCUS.



OUTLOOK 2020.

TRANSPARENCY IN UNCERTAIN TIMES.

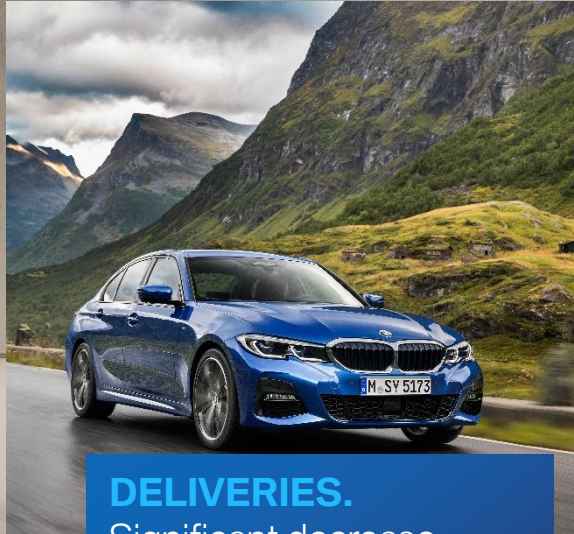


GROUP EARNINGS BEFORE TAX.

Significant decrease.

SIZE OF WORKFORCE

at year-end on par with previous year's level.

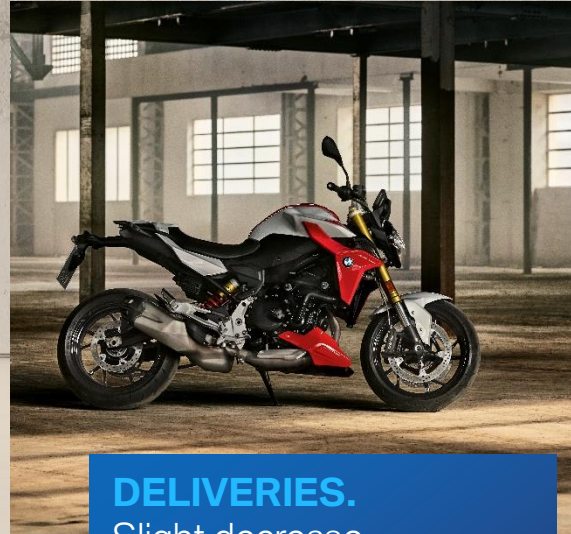


DELIVERIES.

Significant decrease.

EBIT-MARGIN

between 2 and 4%.



DELIVERIES.

Slight decrease.

EBIT-MARGIN

between 6 and 8%.



RETURN ON EQUITY.

Slight decrease.

OLIVER ZIPSE.

CHAIRMAN OF THE BOARD
OF MANAGEMENT OF BMW AG.

**STRENGTH
THROUGH FLEXIBILITY.**



30 BN. EUROS INVESTMENT IN R&D.
STRONG FOCUS ON SUSTAINABLE MOBILITY.



**30 BN.
EUROS**
UNTIL 2025



CHALLENGES. MANIFOLD AND SIMULTANEOUS.



REGULATION.



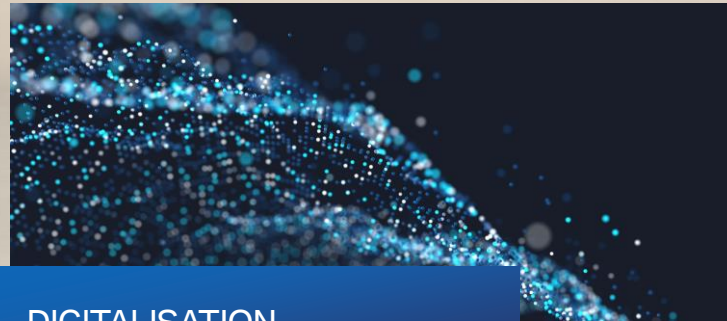
COMPETITION.



CLIMATE CHANGE.



URBANISATION.



DIGITALISATION.



NEXT-LEVEL INNOVATION.

DYNAMIC STRATEGY.
AN ONGOING TASK.

**BMW GROUP
STRATEGY**



POSITION.

WHAT do we stand for?

DIRECTION.

WHAT drives us?

STRATEGIC APPROACH.

WHERE do we want to go?

COOPERATION

HOW do we achieve our goals?

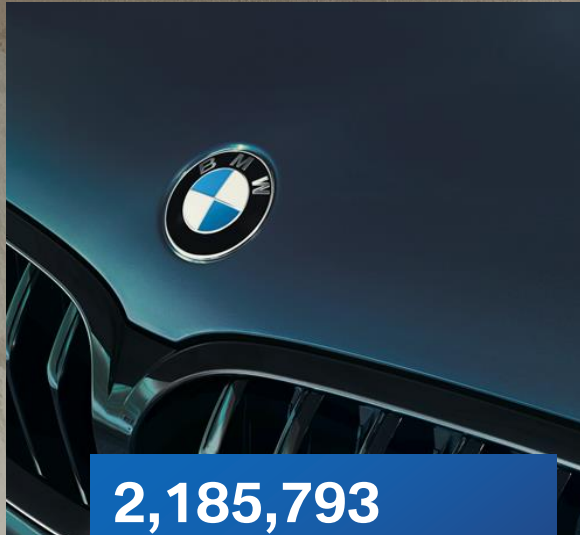


WHAT do we stand for? POSITION.

We take on business, environmental and societal challenges.

We take responsibility for the mobility of tomorrow with a compelling offering and through sustainable management.

THE WORLD'S LEADING PREMIUM CAR COMPANY. NEW ALL-TIME HIGHS.



2,185,793
+3.3%



175,162
+5.8%



**BMW
MOTORRAD**



347,474
-4.6%



5,100
+21.6%

Rolls-Royce
Motor Cars Limited

LEADING PROVIDER OF ELECTRIFIED CARS. OVER 146,000 UNITS SOLD IN 2019.

SALES.
ELECTRIFIED CARS.

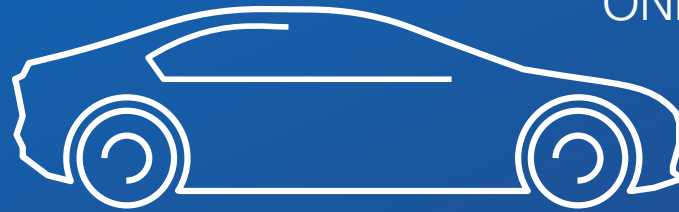


**SUSTAINABLE URBAN
MOBILITY FOR EVERYONE.
MINI ELECTRIC.**



ARCHITECTURES.

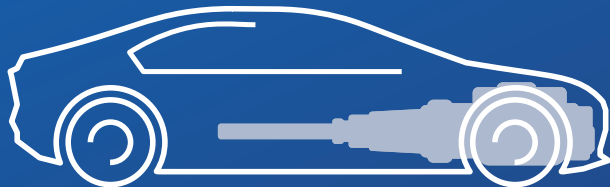
MODULAR, SCALABLE, INTELLIGENT.



ONE INTELLIGENT ARCHITECTURE
FOR ALL DRIVE TRAINS.



COMBUSTION ENGINES.



PLUG-IN HYBRID.



BATTERY-ELECTRIC.

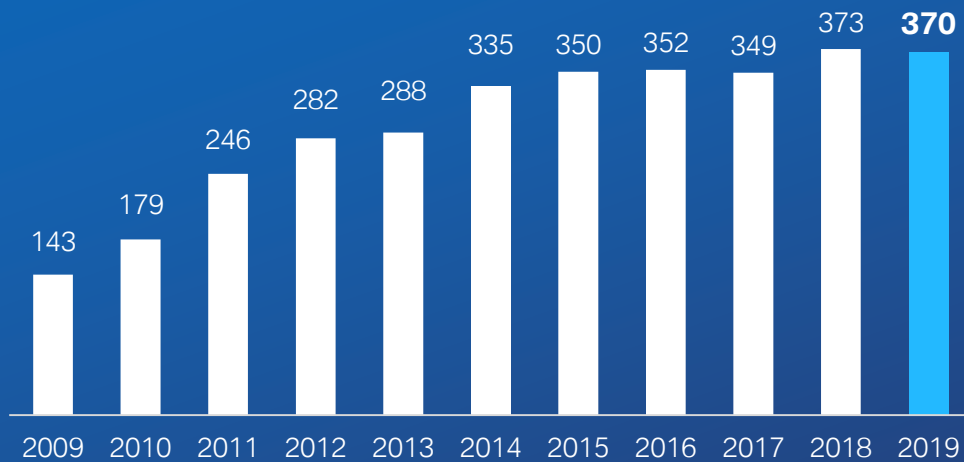


OUR WORKFORCE.

HIGH LEVEL OF INVESTMENT IN FUTURE SKILLS.

SPENDING ON TRAINING AND DEVELOPMENT.

in m€



OVER 46,000 EMPLOYEES
ALREADY TRAINED IN E-MOBILITY.

2,000 EMPLOYEES IN THE PRODUCTION
OF ELECTRIC POWERTRAIN COMPONENTS
IN THE MEDIUM TERM.

115,000 EMPLOYEES IN THE WORLDWIDE
DEALER NETWORK TRAINED IN E-MOBILITY.

**ONE OF THE BIGGEST IT EMPLOYERS
IN GERMANY.** EXPANDING OUR DIGITAL EXPERTISE.

IT AT THE BMW GROUP.

7,200 EMPLOYEES IN IT AND SOFTWARE DEVELOPMENT.
5,300 EMPLOYEES IN DATA ANALYTICS.

JOINT VENTURE “CRITICAL TECHWORKS”.

DEVELOPING GROUND-BREAKING
ON- AND OFFBOARD APPLICATIONS.

OVER 600 EMPLOYEES AT LOCATIONS
IN LISBON AND PORTO IN PORTUGAL.



PROFITABILITY. HIGHEST LONG-TERM RATING OF ALL EUROPEAN OEMS.



AAA ↑ **S&P Global Ratings.**

**BMW
GROUP**

■ RATING
A+ AND A1.

B-

MOODY's.

B3

Aaa

PRODUCTION NETWORK.

GLOBAL FLEXIBILITY AND EFFICIENCY.



END-TO-END BATTERY CELL COMPETENCE. LEADING EXPERTISE AND RESPONSIBILITY.

LONG-TERM SUPPLY CONTRACTS
WITH CATL AND SAMSUNG SDI.

FULL RESOURCE TRANSPARENCY THROUGH
DIRECT SOURCING OF COBALT AND LITHIUM.

NEW BATTERY CELL COMPETENCE CENTRE
MAPS THE ENTIRE VALUE CHAIN
OF BATTERY CELL TECHNOLOGY.

DOUBLING THE OPERATING RANGE OF OUR
ELECTRIC VEHICLES BY 2030 (BASIS: BMW i3).



SYSTEM INTEGRATION. MASTERING COMPLEXITY.

DESIGN.

SAFETY.

PRODUCING
11,000 CARS PER DAY.

4,500 SUPPLIER LOCATIONS.

THOUSANDS OF
PARTS PER VEHICLE.

HIGH QUALITY AND PRECISION.

CUSTOMISABLE.

FLEXIBLE FOR
CUSTOMER DEMAND.

COMPETITIVE PRICING.

PROFITABLE.



MANAGING MILLIONS
OF CUSTOMERS
IN SALES, FINANCIAL SERVICES
AND AFTERSALES.

4,800 DEALERS
IN 160 COUNTRIES.

IN COMPLIANCE
WITH REGULATION.

ELECTRIFIED AND EFFICIENT
CONVENTIONAL ENGINES.

AUTOMATED DRIVING.

DIGITAL SERVICES
AND INTERFACES.

ECO-FRIENDLY IN
PRODUCTION AND OPERATION.

POWER OF CHOICE.
VARIETY OF DRIVE TRAINS FOR THE BMW X3.



BMW X3. PETROL & DIESEL.



BMW X3 xDRIVE 30e.



BMW iX3.

E-MOBILITY WITHOUT COMPROMISE. BMW CONCEPT i4.

BMW i4 (2021).

UP TO 600 KM RANGE
(BASED ON WLTP).

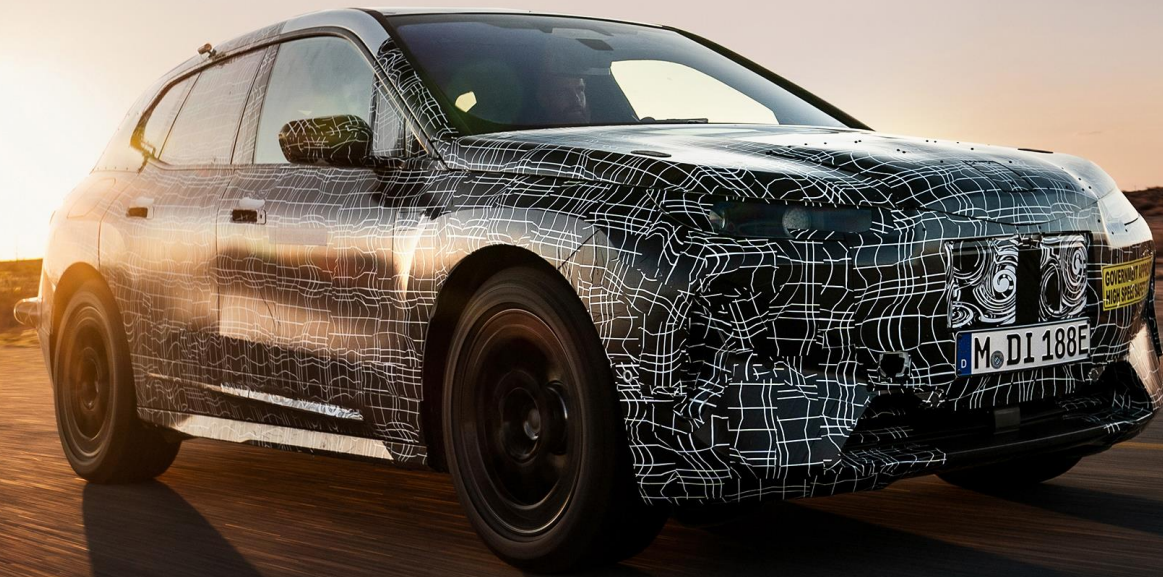
UP TO 530 HP.

5TH GENERATION BMW eDRIVE
WITHOUT ANY RARE EARTHS.

BUILT IN MUNICH.



MORE THAN A MILESTONE.
BMW iNEXT.



BMW iNEXT (2021).

FULLY-ELECTRIC SAV.

**ENABLED FOR HIGHLY-
AUTOMATED DRIVING
(LEVEL 3) ON HIGHWAYS.**

BUILT IN DINGOLFING.

ELECTRIFIED VEHICLES.

ONE MILLION ON THE ROAD BY THE END OF 2021.

ROADMAP

EUROPEAN NEW VEHICLE FLEET.

2021

25% ELECTRIFIED.

2025

33% ELECTRIFIED.

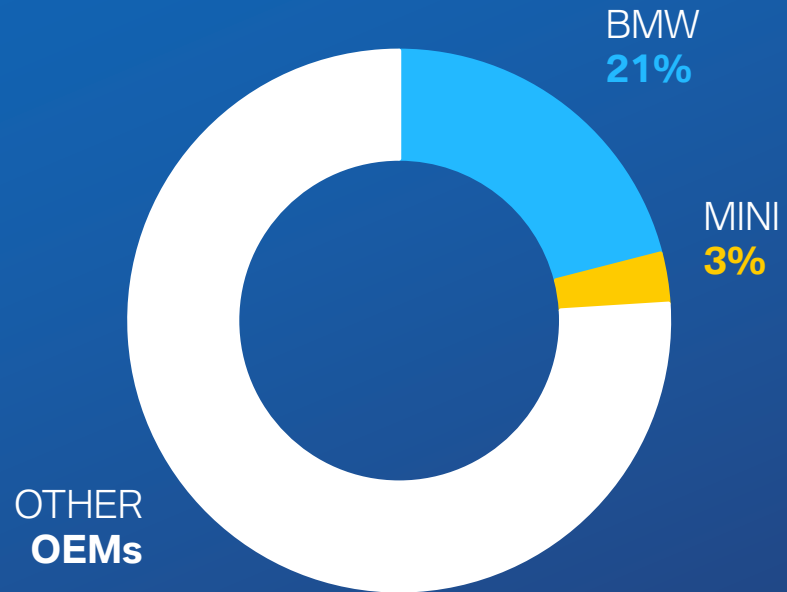
2030

50% ELECTRIFIED.



BMW IS MARKET LEADER FOR ELECTRIFIED VEHICLES IN GERMANY.

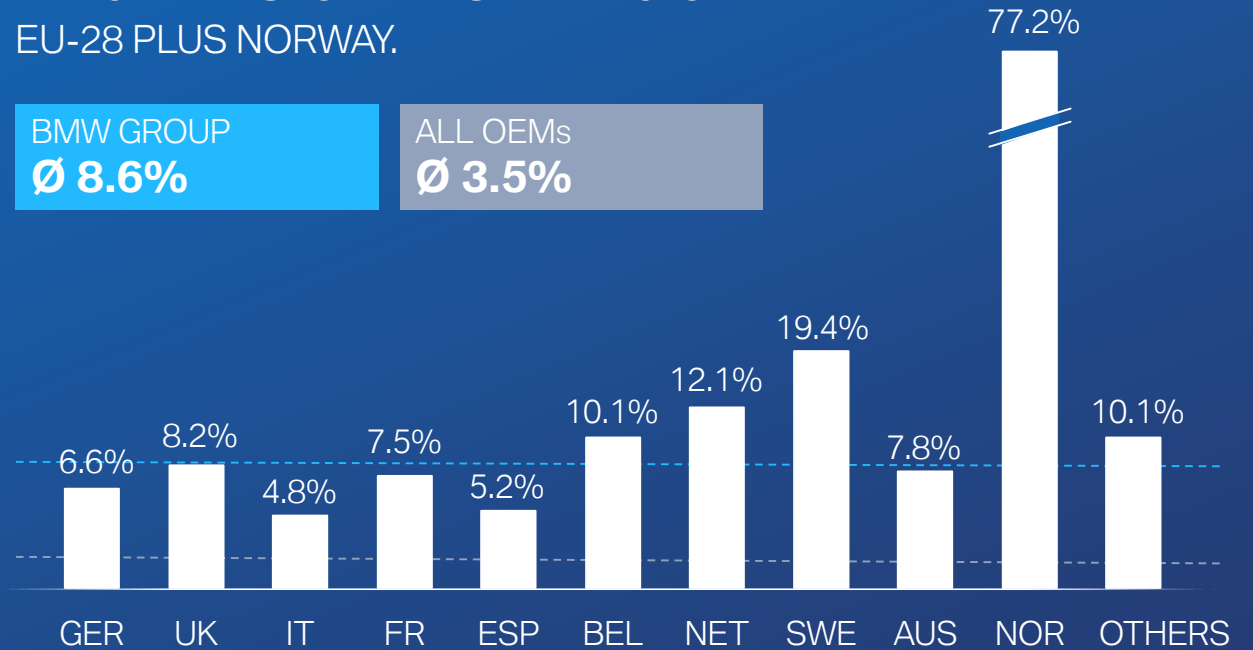
BEV & PHEV MARKET SHARE 2019. GERMANY.



BEV & PHEV SEGMENT SHARE 2019. EU-28 PLUS NORWAY.

BMW GROUP
Ø 8.6%

ALL OEMs
Ø 3.5%



NEW PLUG-IN-HYBRID MODELS.

BMW 3 SERIES TOURING, BMW X2, BMW X1.



BMW eDRIVE ZONES.

ACTIVE IN SIX COUNTRIES –
NORTHERN EUROPE TO FOLLOW IN SUMMER.

SINCE MARCH.

AUSTRIA.
GERMANY.
FRANCE.
BELGIUM.
NETHERLANDS.
SWITZERLAND.

FROM JULY ON.

SWEDEN.
NORWAY.
UNITED KINGDOM.



BMW eDRIVE ZONES.

ALREADY ACTIVE IN OVER
80 EUROPEAN CITIES.

GERMANY. ALL 60 CITIES WITH "GREEN ZONES".

FRANCE. PARIS, LYON, MARSEILLE, BORDEAUX, STRASBOURG.

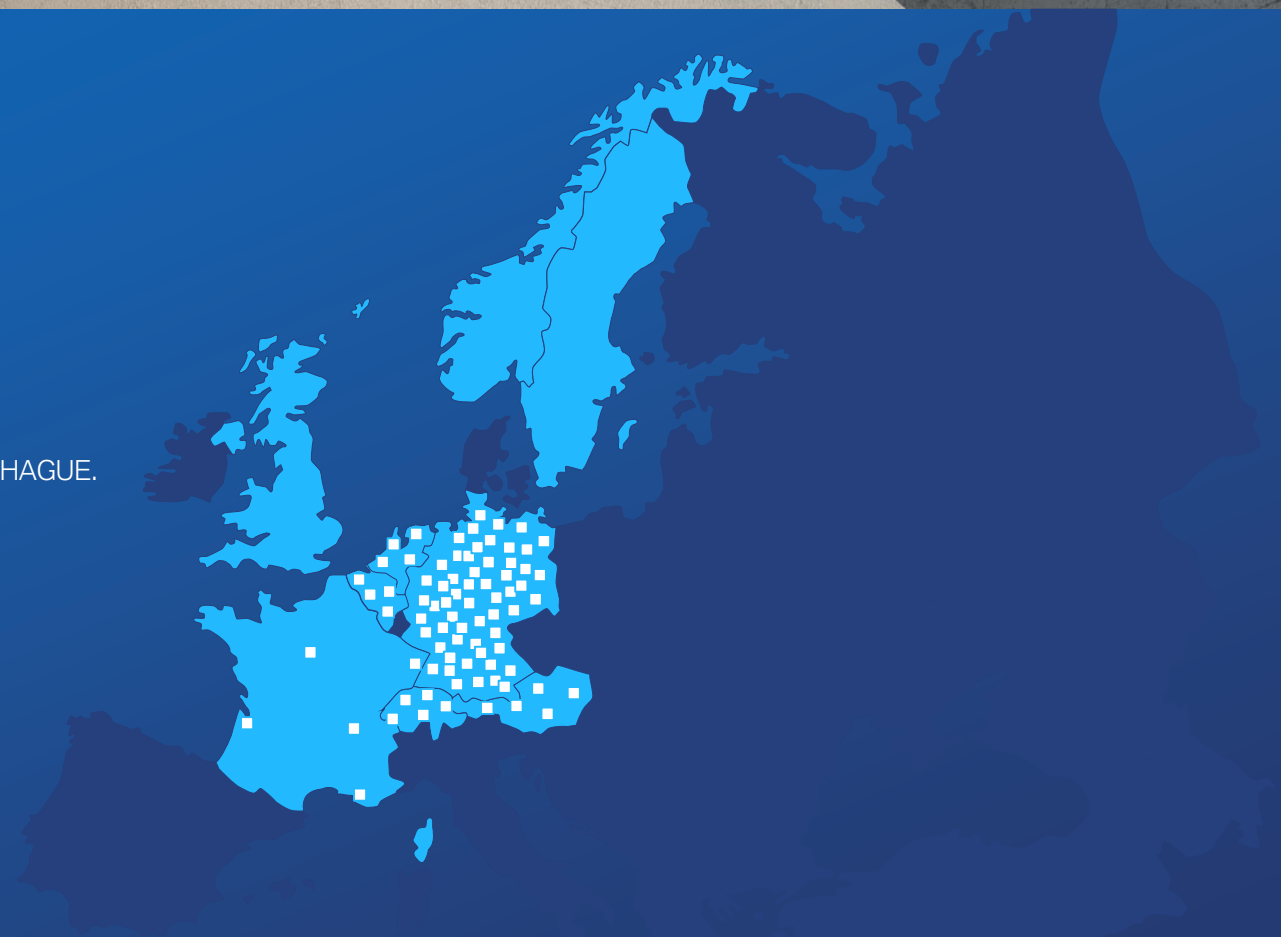
NETHERLANDS. AMSTERDAM, ROTTERDAM, UTRECHT, THE HAGUE.

BELGIUM. BRUSSELS, ANTWERP, BRUGES, GENT.

AUSTRIA. VIENNA, SALZBURG, INNSBRUCK, LINZ, GRAZ.

SWITZERLAND. ZURICH, GENÈVE, BASEL, BERN, LUCERNE.

SWEDEN. NORWAY. UK. 3 CITIES PLANNED EACH.



EFFICIENT DYNAMICS. OUR SUCCESS STORY WILL CONTINUE.

EFFICIENT DYNAMICS. MILESTONES.

2007

AUTOMATIC START/
STOP FUNCTION.

2013

BMW i3: FULLY ELECTRIC
SERIES-PRODUCTION CAR.

2019

48 VOLT MILD
HYBRID TECHNOLOGY.

2007

2010

HIGH-PRECISION
INJECTION.

2016

3rd GENERATION AIR
FLAP CONTROL IN BMW
7 SERIES.

2020

5th GENERATION BMW
eDRIVE TECHNOLOGY
IN BMW iX3.

FUTURE.



ROLL-OUT 48-VOLT MILD HYBRID TECHNOLOGY. STARTING WITH HIGH VOLUME MODELS.



BMW X3.

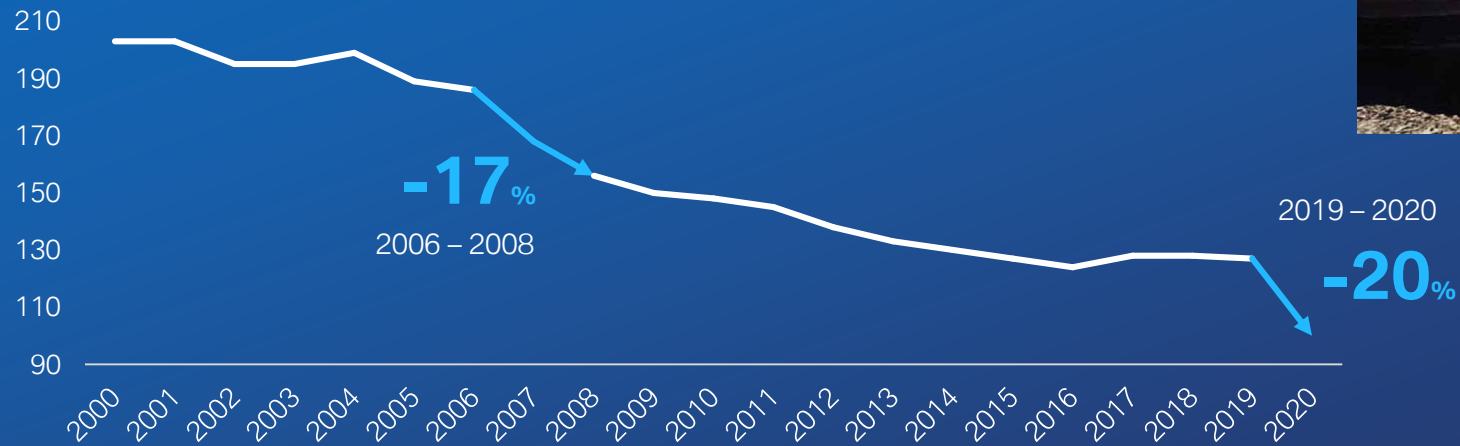


BMW 3 SERIES.

**WE WILL REACH OUR EU TARGETS
FOR 2020/2021. WE TAKE CLIMATE
PROTECTION SERIOUSLY.**

CO₂-EMISSIONS.

New passenger vehicles [g CO₂ / km].



EFFECTIVE SUSTAINABILITY.

WE TAKE ACTION TODAY FOR FUTURE GENERATIONS.

SUSTAINABLE PRODUCTION.

- Benchmark reduction of water use per vehicle.
- CO₂-emissions: -25% vs. 2018.
- External electricity sourcing 100% renewable.

SUSTAINABILITY IN THE SUPPLY CHAIN.

- Direct sourcing of Cobalt/Lithium.
- No rare earth materials in electric engines (Gen5).

HOLISTIC APPROACH.

VEHICLE EMISSIONS.

- Certified CO₂ footprint for PHEVs:
- CO₂ emissions EU fleet: -50% by end of 2020 (vs. 1995).
- 12 electrified models on offer, >500,000 xEVs delivered to customers.

CONSISTENT RECYCLING.

- All vehicles 95% recyclable.
- Up to 20% of plastics in vehicles are made from recycled material.

WE ARE A DIGITAL COMPANY. INTEGRATED SOLUTIONS ACROSS ALL BUSINESS UNITS.

GLOBALY OPERATING INTEGRATED BUSINESS AND IT TEAMS.

Technology and data-driven optimisation across the entire value chain.

Innovative strength through cooperation agreements and focused development of core IT competencies.

Ongoing efficiency improvement in a data-driven company.

Reduction of time to market through cloud-platform solutions integrated in customer ecosystems.



YOUR NOW. PART OF THE SOLUTION
IN OVER **1,300** CITIES WORLDWIDE.

588 MIO. TRANSACTIONS.

>90 MIO. REGISTERED CUSTOMERS.

3.8 BN. GMV RUN RATE.



FREENOW ✓

SHARENOW ✓

REACHNOW ✓

PARKNOW ✓

CHARGENOW ✓

MODEL OFFENSIVE. WE ARE GOING AFTER
THE COMPETITION – IN ALL SEGMENTS.



**BMW 2 SERIES
GRAN COUPÉ.**



**BMW M8
GRAN COUPÉ.**



**BMW X6 M &
BMW X5 M.**

CONSUMPTION AND EMISSION DATA.

MINI Cooper SE.

Fuel consumption in l/100km (combined): 0; Power consumption in kWh/100 km (combined): 16.8 – 14.8; CO₂-emissions in g/km (combined): 0.

BMW 118i.

Fuel consumption in l/100 km (combined): 5.7 – 5.0; CO₂-emissions in g/km (combined): 129 – 113

BMW M235i xDrive Gran Coupé.

Fuel consumption in l/100 km (combined): 7.1 – 6.7; CO₂-Emissions in g/km (combined): 162 – 153.

BMW 330e Touring*.

Fuel consumption in l/100 km (combined): 2.1 – 1.7; Power consumption in kWh/100 km (combined): 19.4 – 15.7; CO₂-emissions in g/km (combined): 48 – 39.

BMW 330e xDrive Touring*.

Fuel consumption in l/100 km (combined): 2.5 – 2.0; Power consumption in kWh/100 km (combined): 22.3 – 17.8; CO₂-emissions in g/km (combined): 56 – 46.

BMW 330e Sedan.

Fuel consumption in l/100 km (combined): 1.7 – 1.6; Power consumption in kWh/100 km (combined): 15.0 – 14.8; CO₂-emissions in g/km (combined): 38 – 36.

BMW 330e xDrive Sedan*.

Fuel consumption in l/100 km (combined): 2.3 – 1.8; Power consumption in kWh/100 km (combined): 21.3 – 16.7; CO₂-emissions in g/km (combined): 52 – 42.

BMW X1 xDrive25e.

Fuel consumption in l/100 km (combined): 1.9; Power consumption in kWh/100 km (combined): 13.8; CO₂-emissions in g/km (combined): 43.

BMW X2 xDrive25e*.

Fuel consumption in l/100 km (combined): 2.1 – 1.9; Power consumption in kWh/100 km (combined): 14.2 – 13.7; CO₂-emissions in g/km (combined): 47 – 43 g/km.

BMW X3 xDrive30e.

Fuel consumption in l/100 km (combined): 2.4 – 2.1; Power consumption in kWh/100 km (combined): 17.1 – 16.4; CO₂-emissions in g/km (combined): 54 – 48.

BMW X3 xDrive20d.

Fuel consumption in l/100 km (combined): 5.1 – 4.8; CO₂-emissions in g/km (combined): 134 – 126.

BMW iX3*.

Fuel consumption in l/100km (combined): 0; Power consumption in kWh/100 km (combined): < 20; CO₂ emissions in g/km (combined): 0.

BMW X4 xDrive20d.

Fuel consumption in l/100 km (combined): 5.1 – 4.8; CO₂-emissions in g/km (combined): 133 – 125.

BMW X5 xDrive45e.

Fuel consumption in l/100 km (combined): 2.0 – 1.7; Power consumption in kWh/100 km (combined): 23.5 – 21.3; CO₂-Emissions in g/km (combined): 46 – 38.

BMW X5 M.

Fuel consumption in l/100 km (combined): 13; CO₂-emissions in g/km (combined): 296.

BMW X6 M Competition.

Fuel consumption in l/100 km (combined): 12.7; CO₂-emissions in g/km (combined): 289.

BMW M8 Competition Gran Coupé.

Fuel consumption in l/100 km (combined): 10.7; CO₂-emissions in g/km (combined): 244.

BMW M8 Competition Convertible.

Fuel consumption in l/100 km (combined): 10.8; CO₂-emissions in g/km (combined): 246.

* Provisional figures

Fuel consumption, CO₂ emission figures and power consumption were measured using the methods required according to Regulation (EC) 2007/715 as amended. The figures are calculated using a vehicle fitted with basic equipment in Germany, the ranges stated take into account differences in selected wheel and tyre sizes as well as the optional equipment. They may change during configuration. The figures have already been calculated based on the new WLTP test cycle and adapted to NEDC for comparison purposes. In these vehicles, different figures than those published here may apply for the assessment of taxes and other vehicle-related duties which are (also) based on CO₂ emissions. For further details of the official fuel consumption figures and official specific CO₂ emissions of new cars, please refer to the "Manual on fuel consumption, CO₂ emissions and power consumption of new cars", available free of charge at all sales outlets, from Deutsche Automobil Treuhand GmbH (DAT), Hellmuth-Hirth-Str. 1, 73760 Ostfildern-Scharnhausen and at <https://www.dat.de/co2/>.

ANALYST AND INVESTOR CONFERENCE.

19 MARCH 2020.

**BMW
GROUP**



Rolls-Royce
Motor Cars Limited

