BMW GROUP

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

INVESTOR RELATIONS PRESENTATION.

May 2023

# 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.

**Social accountable.**

**Holistic.**

**Cost-effective.**

We emphasise 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 TRANSFORMATION ON BOTH A PRODUCT AND A COMPANY LEVEL.

Uncompromisingly optimized for **electric drivetrains**. Aim of matching range and contribution margins of our state-of-the-art combustion engines.

Completely **novel user experience**. Even more individual configurability and **bookable features**.

Further enhanced use of secondary materials. Focus on greatly **reducing resource consumption**.

# 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 FOREVER

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

## BIG LOVE

The most loved urban small car brand.

## 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. | Some models are LCIs (Life Cycle Impulse) only. | Electric vehicle (battery electric vehicle or plug-in hybrid).

# WE GO ALL-ELECTRIC WITH MINI AND ROLLS-ROYCE FROM 2030 AND TRANSFORM THE BRANDS TO FULFILL THEIR INDIVIDUAL CUSTOMERS' NEEDS.

**The most loved urban small car brand.**
As predominantly used for urban driving, the all-electric MINIs will offer fun-filled MINI spirit avoiding restrictions or outright bans.

**The pinnacle of luxury.**
Predicted by its co-founder Charles Rolls 120 years ago, this brand is made to be noiseless and clean – striving for perfection in everything we do.

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

**Pioneer since 2013.**

We sold more than twice as many all-electric cars in 2022 as in 2021 (+108%).

In 2023 we **continue that dynamic growth** targeting 15% of our total sales.

2 million BEVs will be delivered to our customers by the end of 2025.

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

# WE MAKE A STEP CHANGE WITH EACH BATTERY GENERATION AND THE NEXT WILL BE $CO_2$-REDUCED, RESOURCE-EFFICIENT AND AT MUCH LOWER COST.

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

**+30% range**

**-30% charging time**

**-60% $CO_2$** in cell production

**-50% cost** on pack level

**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.

All numbers refer to base year 2019.

# WE FOCUS ON A COMBINATION OF FUEL CELL AND BATTERY POWER TO GUARANTEE EVEN STRONGER PERFORMANCE.

**Emission-free.**

**Pilot.**

**H2.**

Our **fuel cell powertrain** addresses customer groups with mobility needs that cannot fully be met by battery electric vehicles.

We systematically develop hydrogen fuel cell technology as an **additional option** for locally emission-free individual mobility in the future.

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

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

Leader in the OTA[1] upgrade business with the world's largest fully upgradeable fleet.

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

**STRATEGY.**
DIGITALIZATION.
SUSTAINABILITY.

[1]OTA: Over-The-Air.

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

# OUR CURRENT DIGITAL CAR TECH STACK CLEARLY SHOWS OUR FULL CONTROL OVER THE SOFTWARE PLATFORMS FOR SEVERAL GENERATIONS ALREADY.

BMW Connected Platform — Gen 3

> 20 million vehicles connected to BMW Cloud.

Offboard | Onboard

| | Infotainment | ADAS | Driving / Body |
|---|---|---|---|
| **Cloud and edge** | | | |
| **Software applications.** Functionality and features | BMW UI[1] Gen 6 | | |
| | BMW journey services Gen 3 | BMW driving assistance Gen 3 | BMW vehicle functions Gen 4 |
| **Software platforms.** Operating system and middleware | BMW OS Infotainment Gen 3 | BMW OS ADAS[2] Gen 3 | BMW OS Driving Gen 4 |
| **Shared Service Layer.** System functions, diagnosis, updates, security, data mgmt, etc. | Remote Software Upgrade Gen 2 | | |
| | Crowd Data Collector Gen 3 | | |
| | Automotive Security Gen 3 | | |
| **White-listed semiconductor roadmap.** | Performance CPU/GPU[3] | | Micro-Controller |

Software integration ability from chip-to-cloud

[1]UI: User Interface. | [2]ADAS: Advanced Driver Assistance System. | [3]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.**

**Empathic.**

**Comprehensive.**

We are **continuously improving our infotainment HMI**[1] - no matter whether compact, middle or upper class segment.

Both BMW Operating Systems stand for an **unmistakable digital driving experience** with BMW iDrive.

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

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

[1]HMI: Human Machine Interface. I [2]AOSP: Android Open Source Project.

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

All-new **BMW iDrive** launched in 2021 and successfully **scaled across segments** – for new launches and LCIs[1].

More apps, more variety: **Optimized third-party integration** and **market specific offering**, from Amazon Fire TV to WeChat.

The **BMW Digital Key (Plus)** with ultra-wideband wireless tech is developed together with Apple and is the 1st genuine system of smart keyless access scaling to Android devices in 2023.

Fast and reliable data transfer with **5G cellular technology** and cloud-based navigation.

[1]LCI: Life Cycle Impulse.

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

Close to **5 million reachable cars globally** for 30+ models including all powertrains (ICE, PHEV, BEV) and variants.

**> 100 feature and quality improvements continuously rolled out** in the last 3 years – across all functional areas like infotainment, driver assistance systems , drivetrain.

Upgrade **process** clearly puts the **emphasis on customer convenience** with 20 minutes installation time, downloading several GB over-the-air into the vehicle beforehand.

# OUR CONNECTED FLEET IS THE WORLDWIDE LARGEST AND REACHES ALMOST 20 MILLION VEHICLES IN 50 COUNTRIES SENDING EVERYDAY 10 BN REQUESTS.

**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 and set data protection is a top priority.

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

# 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 our partners and for us.

We started with MINI in China 2023 and will start in Europe 2024 and transform BMW in Europe in 2026.

# OUR MY BMW AND MINI APP IS AVAILABLE IN > 50 MARKETS AND HAS ALREADY MORE THAN 10 MILLION ACTIVE USERS.

Clever features, practical services, and helpful tips **used by 2 million customers** even on a daily basis.

**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 to be sent directly to the car, checking its status and scheduling a service, and easily accessing the fuel or battery level.

**Figures:**

84 % of the vehicles sold in 2022 are linked to the App.

69 % of our customers rate us with 5 star top scores in customer satisfaction (NPS).

# WE PIONEER INNOVATION IN THE AUTOMOTIVE INDUSTRY AND VIEW CIRCULARITY AS A KEY ENABLER TO ACHIEVING $CO_2$ TARGETS.

# WE INTENSELY FOCUS ON CIRCULAR ECONOMY TO SIGNIFICANTLY REDUCE $CO_2$ 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.**

**~ 3,000 collection points** worldwide for recycling end-of-life vehicles.

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

# OUR SUSTAINABILITY 360° APPROACH ALLOWS TREMENDOUS $CO_2$ REDUCTION ACROSS THE VEHICLE LIFECYCLE BY 2030.

**Supply chain.** (Scope 3 up)
Preventing infringements on environmental, social standards and reducing $CO_2$ by minimum **-20%** per vehicle.

**Use phase.** (Scope 3 down)
Minimum **-50%** $CO_2$ per vehicle through electrification of drivetrain and cutting-edge Efficient Dynamics technology.

**Production.** (Scope 1&2)
**-80%** $CO_2$ per vehicle e.g. using 100% renewable energy. Technical innovations with Hydrogen e.g. drying process in paint shop.

**Lifecyle.**
Minimum **-40%** $CO_2$ per vehicle through e.g. decarbonization of the energy production and energy demand reduction.

All numbers refer to base year 2019.

# WE ARE COMMITTED TO ACHIEVING THE 1.5°C TARGET AND OUR INTEGRATED REPORT AND ADDITIONAL VOLUNTARY REPORTS OFFER BROAD TRANSPARENCY.

**Green.**

**Leading.**

**Transparent.**

The BMW Group was the first German carmaker to join the **"Business Ambition for 1.5°C"** and commits to achieve **climate-neutrality along the value chain by 2050**.

It also automatically makes us a member of the UN's Race to Zero program.

Approximately **38% of the total variable target remuneration** of the Board members is linked to environmental, social or governance (ESG) targets.

**Certified and leading.**
We are fully committed to contribute to the sustainable development of our planet.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

MSCI ESG Rating
BMW Group
AA
Leader

| CCC | B | BB | BBB | A | AA | AAA |
|---|---|---|---|---|---|---|

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

**Lithium.**
Startup cooperation and investments for efficient and sustainable lithium extraction through BMW iVentures[1].

**Cobalt.**
Direct sourcing from certified mines in Australia and Morocco.
Pilot project for responsible mining in DR Kongo.

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

**Renewable energy.**
All plants are operated with green electric power. Own electrical energy is also generated from solar panels, local rivers, wind turbines and biomass.

[1]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.

# THE BMW GROUP HAS OUTSTANDING PRODUCTION SKILLS THAT ARE EFFICIENT, PRECISE AND FLEXIBLE AS WELL AS RESOURCE-EFFICIENT AND DIGITAL.

High flexibility, continuous transformation and successful tech partnerships.

Balanced worldwide production investing smartly in electromobility expansion.

Cutting-edge, attractive with efficient skill development to master the future.

**STRATEGY.**
FOOTPRINT.
PEOPLE.

# OUR BMW iFACTORY GIVES US DIRECTION IN THE TRANSFORMATION AND IS THE ANSWER FOR IMPLEMENTATION IN OUR PLANTS WORLDWIDE.

# 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.

NVIDIA

**Smart transport robots.**
Innovative robots and control software for logistics solutions made by BMW.

idealworks

**Data-driven value chain.**
Component traceability along the entire process chain taking data consistency to a new level.

Catena-X
Automotive Network

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

# OUR PERFECTLY BALANCED WORLDWIDE FOOTPRINT COMPRISES > 30 PRODUCTION SITES ON 4 CONTINENTS WITH 77,000 EMPLOYEES.

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

# WE ARE ACCELERATING OUR PLAN TO EXPAND ELECTROMOBILITY AND INVEST SMARTLY IN OUR LOCATIONS.

**Battery cell factory strategy.**
Strategic partnerships and local for local approach with proximity to BMW Group production sites.

**Battery cell factory footprint.**
In Europe and China secured capacity of 20GWh/a (Gen5 & Gen6), and up to 30 GWh/a in the US (Gen6).

**USA**
By 2030 > 6 BEV X models and construction of a high voltage battery assembly line.

**Leipzig**
MINI Countryman BEV and expansion of 8 new E component production by 2024.

**Dingolfing**
Expansion E engine production, HV battery manufacturing for plug-in-hybrid.

**Mexico**
Integration of Neue Klasse and HV battery assembly line by 2025.

**Parsdorf[1]**
New competence center for battery cell production on 15,000 sqm.

**Irlbach[1]**
New high voltage battery assembly site to come.

[1]Locations 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 TRANSFORMATION. 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 2022.**

75,700 training participants / year in future fields.

>2 million € invest / year in reorganization of production skills.

**Digital Boost 2023.**

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

1st place of Trendence Professionals Barometer for 11 successive years and **repeatedly top-ranked automobile manufacturer** in World's Most Attractive Employers study.

# WE HAVE EXCELLENT SOFTWARE ENGINEERS WITH A DEEP UNDERSTANDING OF MOBILITY AND THE NECESSARY MEANS TO IMPLEMENTATION 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 most renowned partners.

We have **development teams** of ~ 8,500 people **within a global network** (China, U.S., Europe, Japan, South Africa, 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.

# WE KEEP OUR NO. 1 POSITION IN GLOBAL PREMIUM SEGMENT MAINTAINING PROFITABLE GROWTH COURSE WITH ALL BRANDS IN FY-2022.

BMW Group total vehicle deliveries [in million units].

**Expectation 2023.**
Slight increase in deliveries and growth in the executive, luxury as well as BEV segment.

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

BMW Group total deliveries of BEVs [in '000 units].

**Next milestone for 2023.**
15% of total sales from fully-electric vehicles.

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

## EUROPE.

877,369 units
-7.5%

37%

## MAINLAND CHINA.

33%

791,985 units
-6.4%

## AMERICAS.

18%

439,585 units
-2.3%

12%

## REST OF WORLD.

290,697 units
+4.9%

All 2022 sales figures including Rolls-Royce. % reference to 2021.

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

## EBIT automotive segment [in m€] I EBIT margin [in %].

**Mid-term target.**
Solid 8 – 10% Auto EBIT.

[1] 2013 figures have been adjusted in accordance with IAS 8. I [2] Adjusted value for 2017 in accordance with IFRS 15. I [3] Including an increase by around 1 percentage point due to the revaluation of the provision for the ongoing EU antitrust proceedings. I [4] Excluding the consolidation effects of the BBA full consolidation.

# BMW MOTORRAD SEGMENT WITH RECORD IN DELIVERIES IN 2022 WHILE REMAINING WITHIN THE TARGET PROFITABILITY CORRIDOR OF 8-10%.

## Retail sales volume [in '000 units].

## EBIT [in m€] I EBIT margin [in %].

# BMW GROUP FINANCIAL SERVICES CONTRIBUTES SIGNIFICANTLY TO THE BMW GROUP PROFIT, SERVICING ~5.2 MILLION RETAIL CONTRACTS IN > 50 COUNTRIES.

**BMW Group Financial Services**
portfolio size FY 2022.

**€ 104.5 bn**

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

Regional breakdown based on serviced retail contracts.

**Alphabet**
€ 14.7 bn

Alphabet focuses mainly on fleet business.

**Alphera**
€ 6.1 bn

Alphera focuses on non-BMW Group car financing.

**Insurance**
4.0 mn contracts

**Banking**
€ 10.2 bn

Banking mainly consists of deposit business.

**Dealer Finance**
€ 15.2 bn

Dealer Finance mainly consists of inventory financing.

# FINANCIAL SERVICES' EARNINGS REMAIN HIGH WHILE CREDIT LOSS RATIO IS CURRENTLY AT AN HISTORICALLY LOW LEVEL.

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

## Credit loss ratio [in %].

Credit loss ratio: In relation to avg. serviced portfolio. I Credit loss: All write offs meaning credit lost receivable incl. accumulated interest & other costs less utilized collateral. Income related to recovery process after write off is also taken into consideration.

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

## Financial liabilities as of 12/22 [in bn€].

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

## Our funding instruments.

[1]Commercial Paper. I [2]Asset Backed Commercial Paper. I [3]Assed Backed Securities. I ■ Financial liabilities related to capital market activities (w/o derivatives, leasing/interest liabilities (IFRS 16)).

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

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# WE HAVE ACHIEVED RECORD EARNINGS IN FULL YEAR 2022 PARTIALLY BOLSTERED BY THE CONSOLIDATION OF OUR CHINESE JOINT VENTURE.

## BMW Group EBT [in m€] I EBT margin [in %].

**Impact 2022.**
Increase stems mainly from full consolidation of BBA joint venture.

# 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€] I Capex ratio [in %].

**Expectation 2023.**
Capex ratio to be around 5.5 – 6%.

Capital expenditure: Additions to property, plant and equipment and other intangible assets. I 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] I R & D ratio [in %].

**Long-term target.**
Change of R & D ratio range to 4 - 5% from 2023, reflecting BBA consolidation impact.

HGB: German Commercial Code. | R&D expenditure: Research and development expenses plus capitalized research and development cost minus amortization of capitalized development costs. I 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€].

**Strategic target.**
Free cash flow of at least 7 billion €.

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.I [1] 2013 figures have been adjusted in accordance with IAS 8.

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

## Total dividend payout to BMW AG shareholders [in m€]. Payout ratio[1] [in %].

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

[1]Total dividend payout to BMW AG shareholders divided by Group net profit. The calculation base for the payout ratio changed from 'net profit' to 'net profit attributable to BMW AG shareholders' (net profit after minorities) for FY-2022 and onwards.
[2] Preferred stock, to which no voting rights are attached, bear an additional dividend of € 0.02 per share..

# 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.

**Share Buyback Program 1.**

Up to € 2bn, to be finalized in H1 2023.

**Share Buyback Program 2.**

Up to € 2bn, 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 2023.

**BMW Group.**

Profit before tax.
Significant decrease.

Size of workforce.
Slight increase.

**Segment Automotive.**

Deliveries.
Slight increase.

EBIT margin.
Between 8 – 10%.

**Segment Motorcycle.**

Deliveries.
Slight increase.

EBIT margin.
Between 8 – 10%.

**Segment Financial Services.**

Return on Equity.
Between 14 – 17%.

# 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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[1] AGM: Annual General Meeting.

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