

BMW GROUP

INVESTOR FACTBOOK



December 2017

**BMW
GROUP**



Rolls-Royce
Motor Cars Limited

CONTENT.

1	STRATEGY NUMBER ONE NEXT	8	FINANCIAL SERVICES
2	E-MOBILITY	9	MARKETS
3	AUTONOMOUS DRIVING	10	SUSTAINABILITY
4	MOBILITY SERVICES	11	BMW SHARES
5	GROUP FINANCIALS	12	DEBT & RATINGS
6	AUTOMOTIVE	13	CONTACT & CALENDAR
7	MOTORCYCLES		

FORWARD-LOOKING STRATEGIES LEADING TO A SUCCESSFUL CORPORATE DEVELOPMENT SINCE 2001.

STRATEGY NUMBER ONE NEXT 2016

2001/
2003



Rolls-Royce
Motor Cars Limited

Premium brand strategy

Strategy Number ONE



2007



ADAPTING OUR STRATEGY TO A CHANGING ENVIRONMENT. ADDRESSING NEW TRENDS.



VISION

**COMPETITIVE
ADVANTAGE**

**STRATEGY
NUMBER ONE**  **NEXT**

**STRATEGIC
APPROACH**

**CORPORATE
CULTURE**

STRATEGY NUMBER ONE NEXT

VISION

We are Number ONE.
We inspire people on the move:
We shape tomorrow's individual
premium mobility.

COMPETITIVE ADVANTAGE

We unite excitement, responsibility and
success: We have the most emotional
products and attractive
services.

STRATEGIC APPROACH

We are leading the BMW Group into a new era:
We leverage innovative technologies, digitalization
and sustainability to deliver unique customer experiences.

- > Brands & Design
- > Products
- > Technologies
- > Customer Experience & Services
- > Digitalization
- > Profitability

CORPORATE CULTURE

We create the future:
We combine operational
excellence and fresh
thinking.

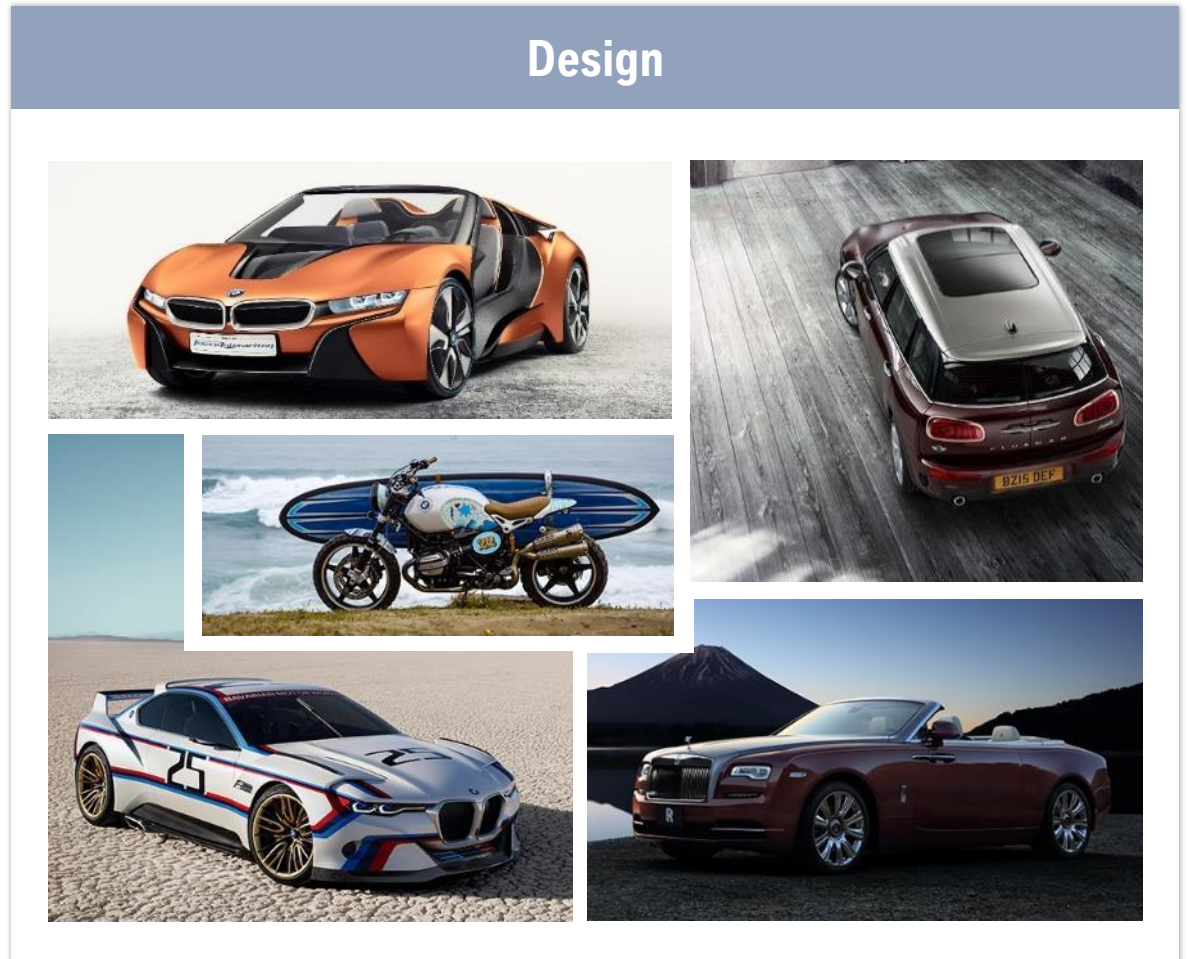
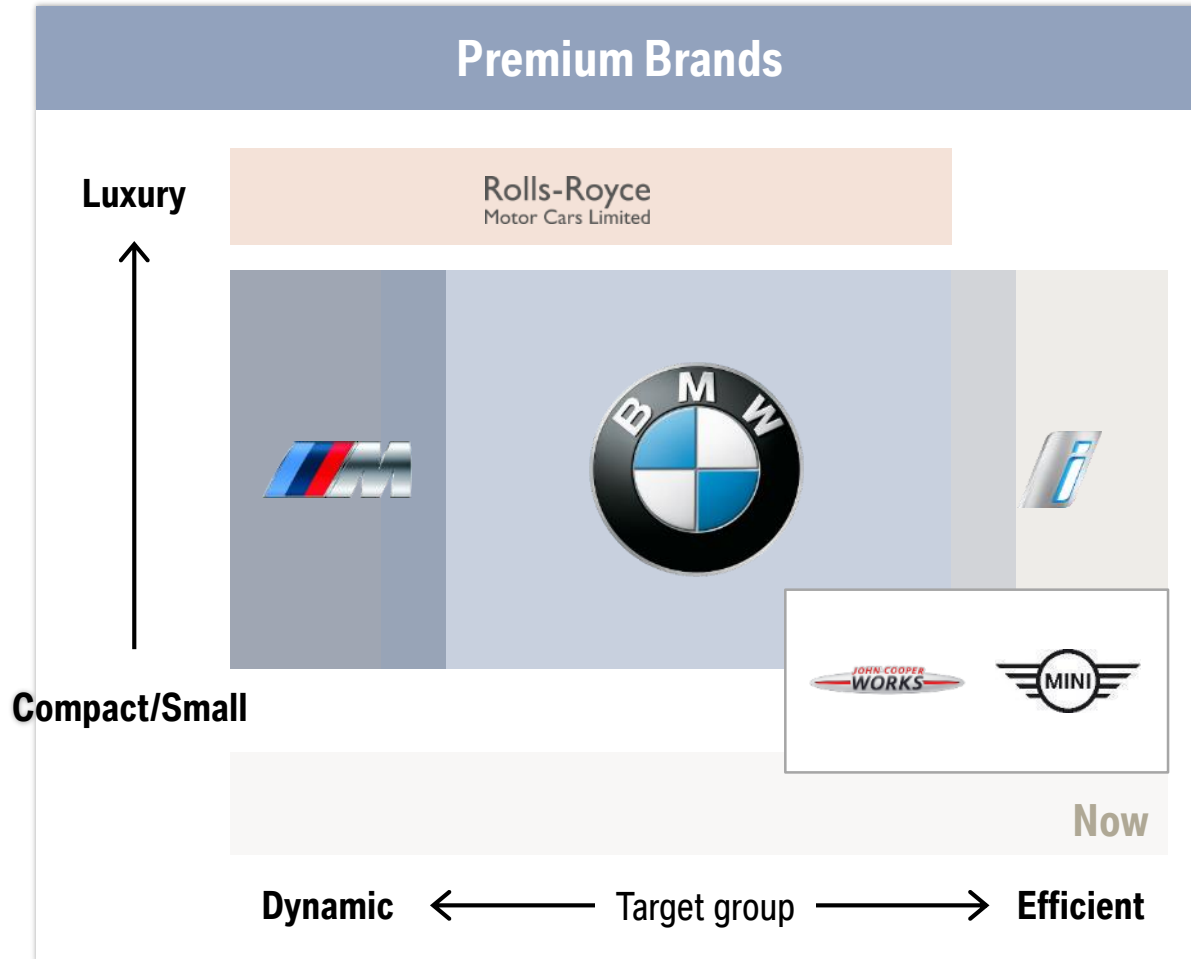
STRATEGY NUMBER ONE NEXT.

We are Number ONE.

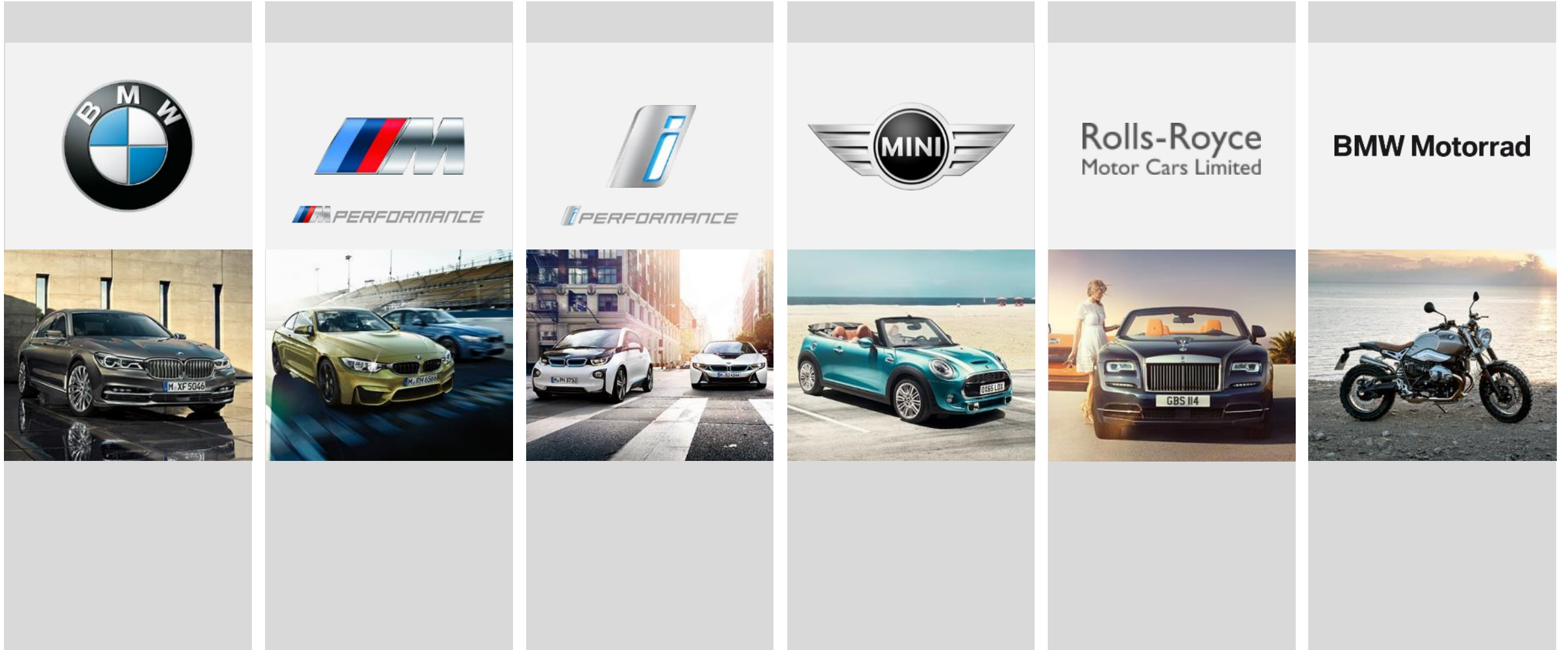
We inspire people on the move: We shape tomorrow's individual premium mobility.



LEADERSHIP DRIVEN BY ASPIRATIONAL BRAND PORTFOLIO AND HIGHLY EMOTIONAL PRODUCTS.



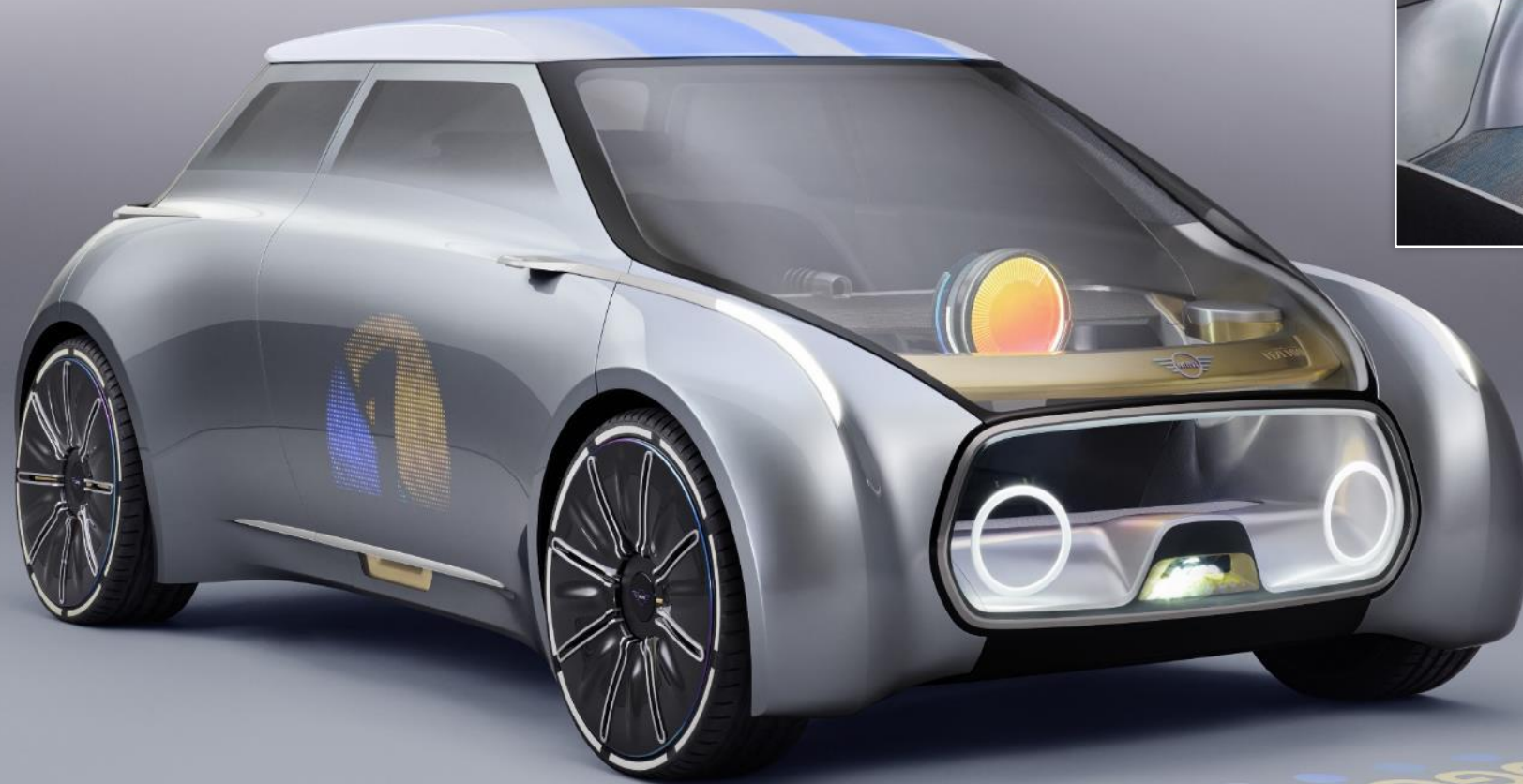
ATTRACTIVE PREMIUM BRANDS PROVIDE THE BASIS FOR A FURTHER EXPANSION OF THE PRODUCT PORTFOLIO.



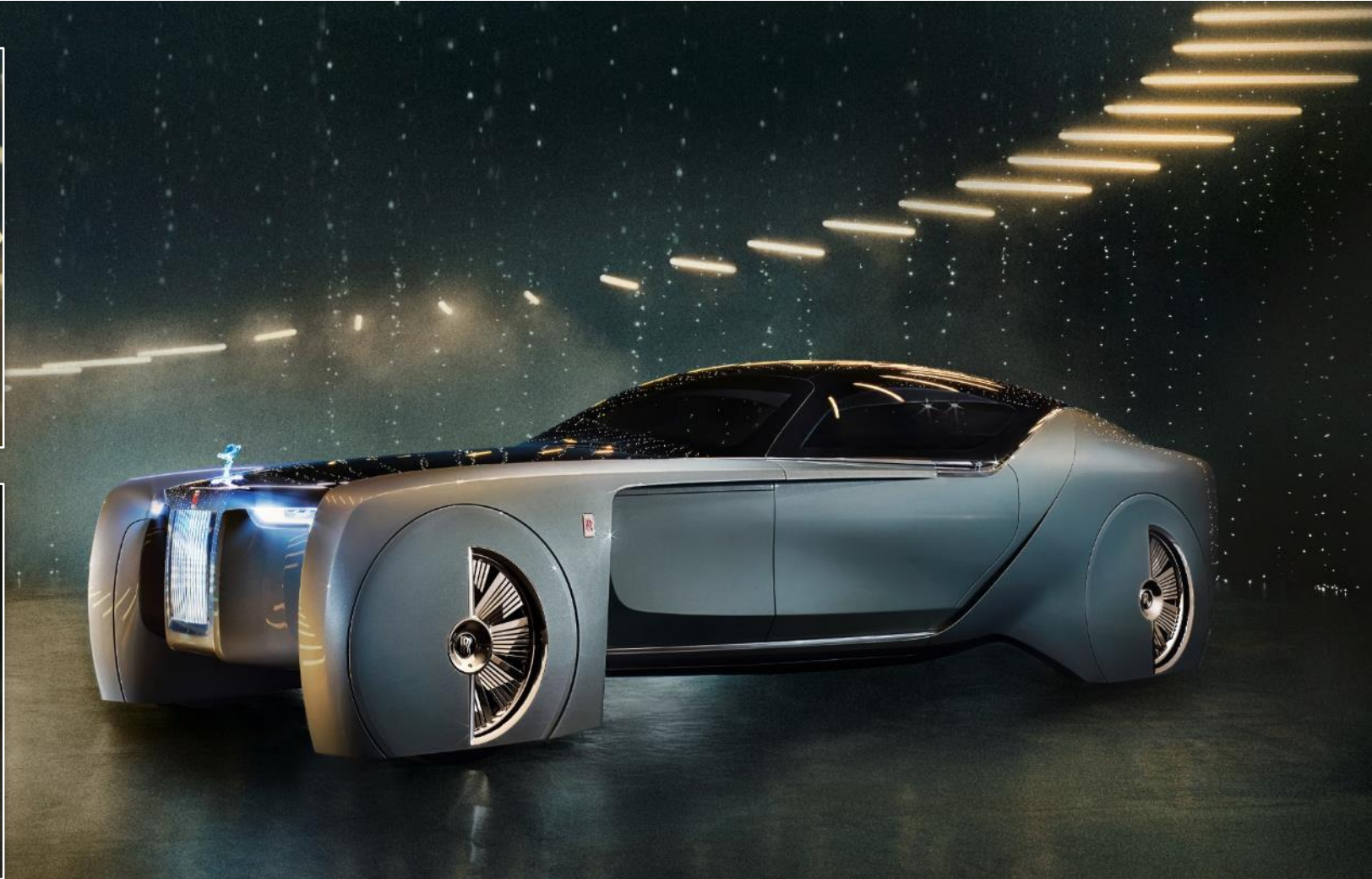
BMW VISION NEXT 100. A GLIMPSE INTO THE FUTURE OF MOBILITY.



MINI VISION NEXT 100. EVERY MINI IS MY MINI.



ROLLS-ROYCE VISION NEXT 100. THE FUTURE OF LUXURY.



BMW MOTORRAD VISION NEXT 100. THE ULTIMATE RIDING EXPERIENCE OF THE FUTURE.



CULTURE

**We create the future:
We combine operational excellence and
fresh thinking.**

RESPONSIBILITY

APPRECIATION

TRANSPARENCY

TRUST

OPENNESS



ACES ARE A CORE ELEMENT OF STRATEGY NUMBER ONE > NEXT.



A

AUTONOMOUS

E

ELECTRIFIED



CUSTOMER FOCUS

C

CONNECTED

S

SHARED / SERVICES



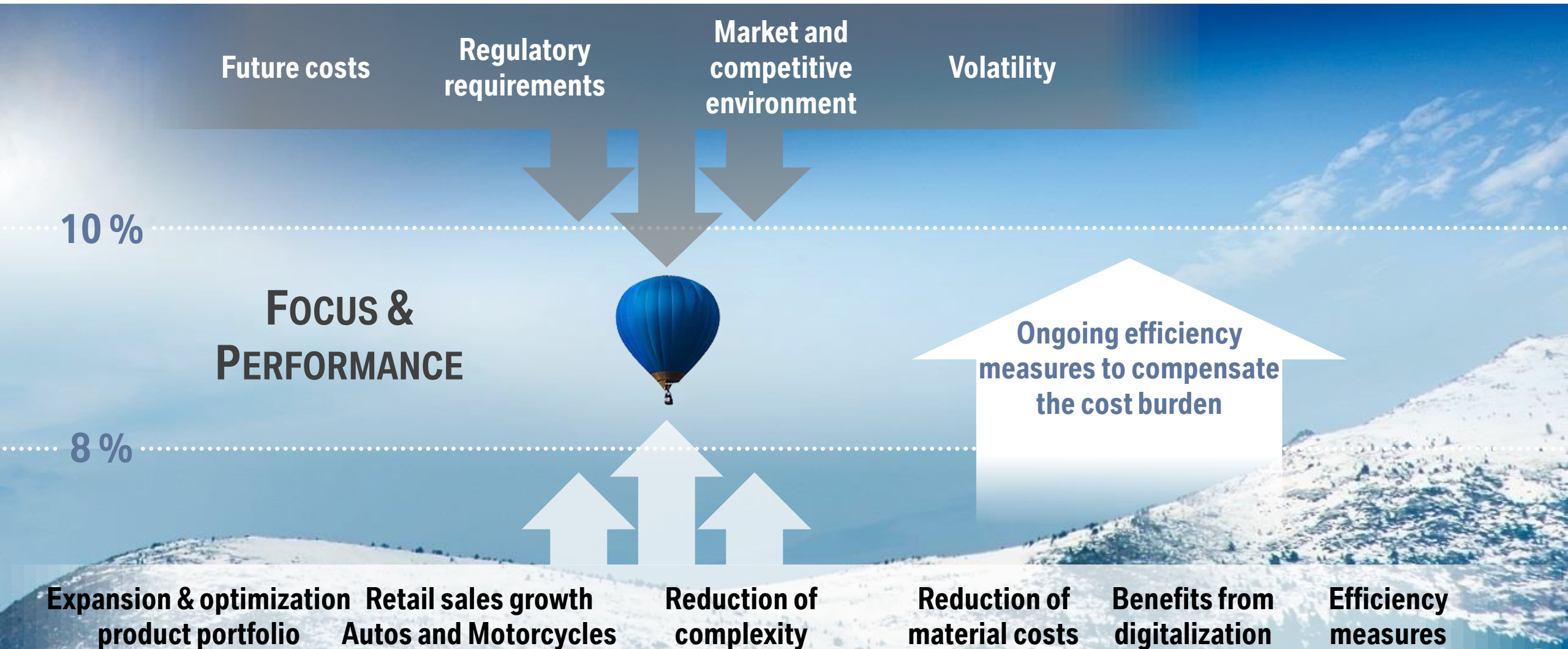
FINANCIAL TARGETS 2020: SUSTAINABLE GROWTH AND SOLID PROFITABILITY DESPITE CHALLENGES.

BMW Group	2016	2020
EBT margin	10.3%	>10%
Investment ratio*	4.0%	<5.0%
Research and development ratio	5.5%	5.0 - 5.5%
Payout ratio	33.3%	30 - 40%
Automotive Segment		
EBIT margin	8.9%	8 - 10%
Free Cashflow	5.8 bn €	>3 bn €
Motorcycles Segment		
Sales volume	145,032 units	> 200,000 units
EBIT margin	9.0%	8 - 10%
Financial Services Segment		
Return on Equity	21.2%	>18%

* Investments in property, plant and equipment and other intangible assets (without capitalized development costs).



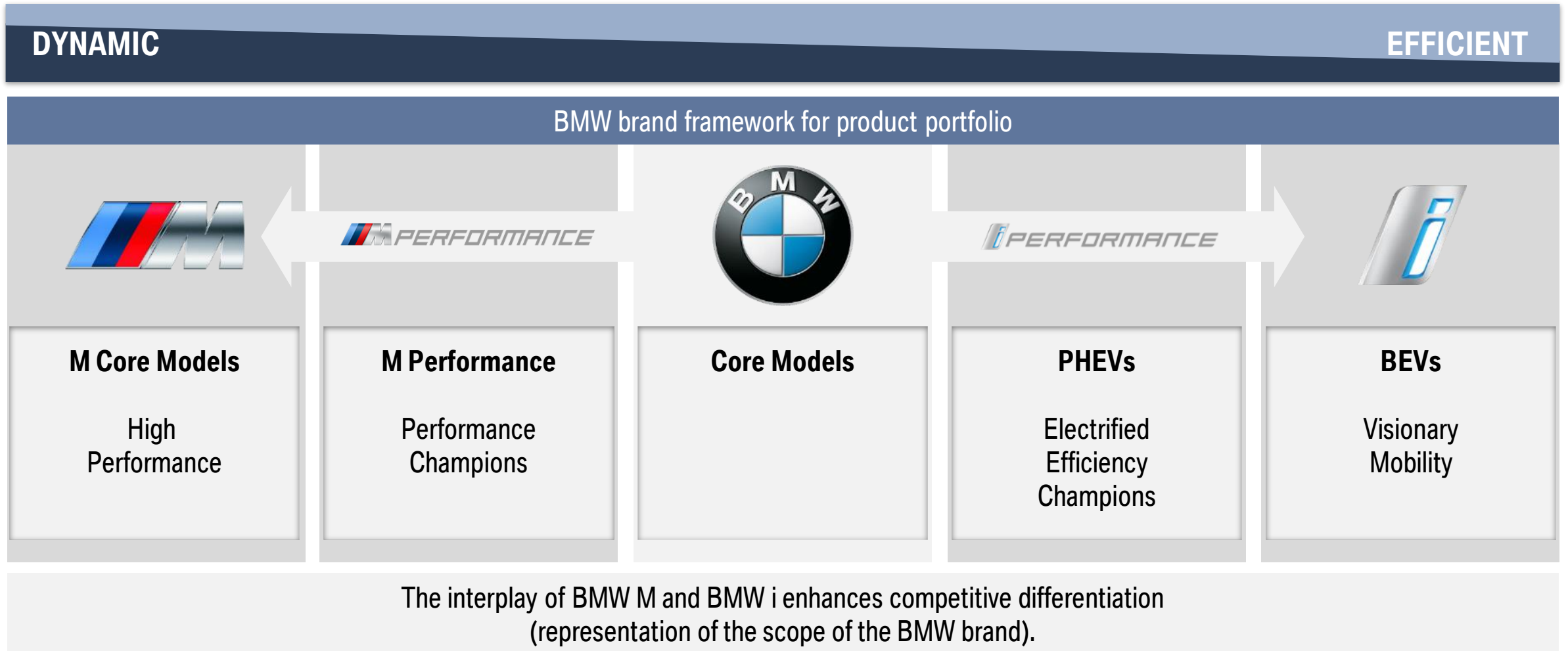
MAINTAINING THE AUTOMOTIVE EBIT MARGIN IN THE CORRIDOR OF 8-10% DESPITE ONGOING CHALLENGES.



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BMW iPERFORMANCE AND BMW i – BALANCING THE PRODUCT PORTFOLIO.



INTELLIGENT DRIVE TRAIN MIX TO MEET CUSTOMER EXPECTATIONS AND REGULATORY REQUIREMENTS.

BEV* / Plug-in Hybrid



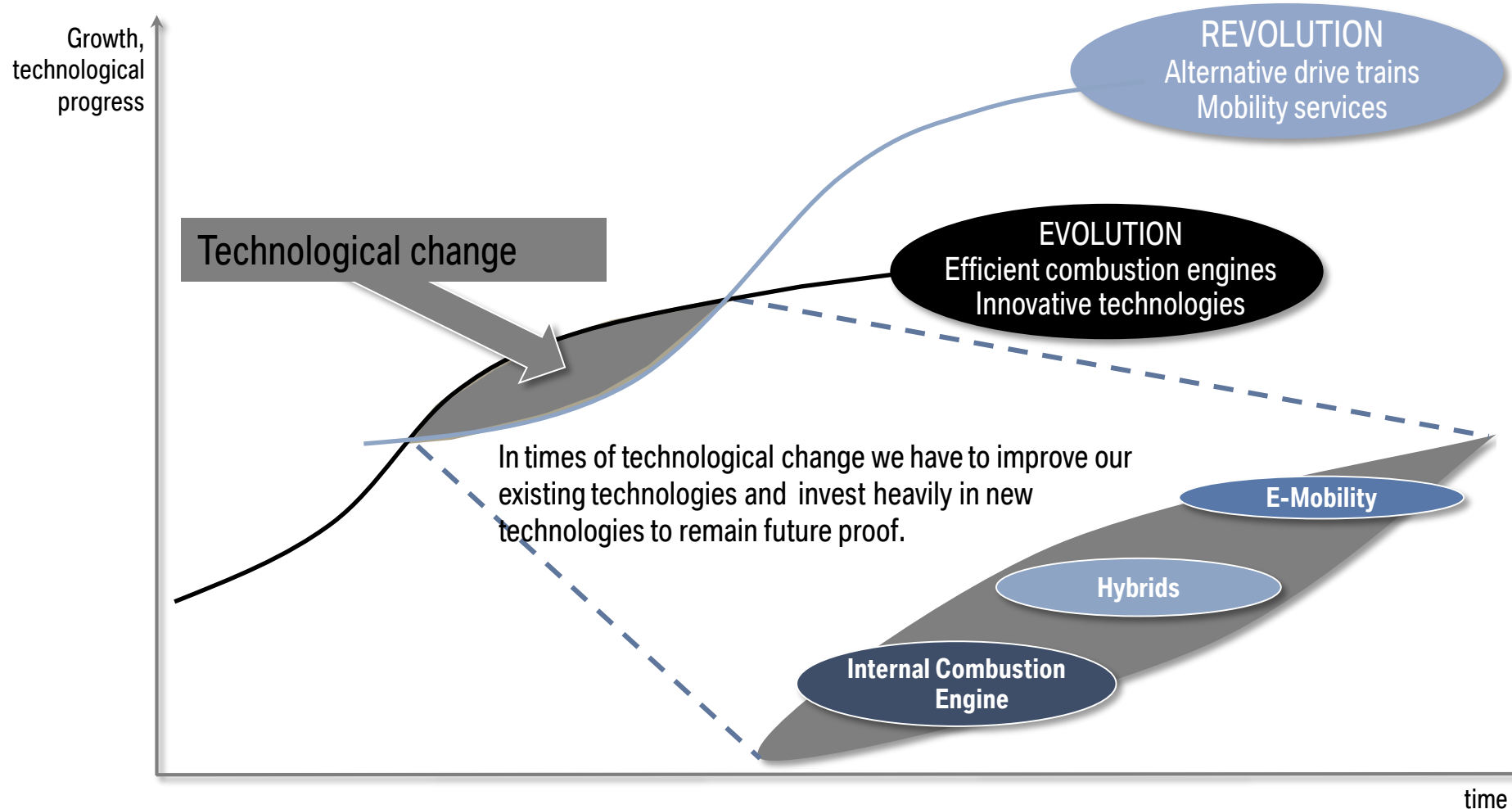
Fuel cell



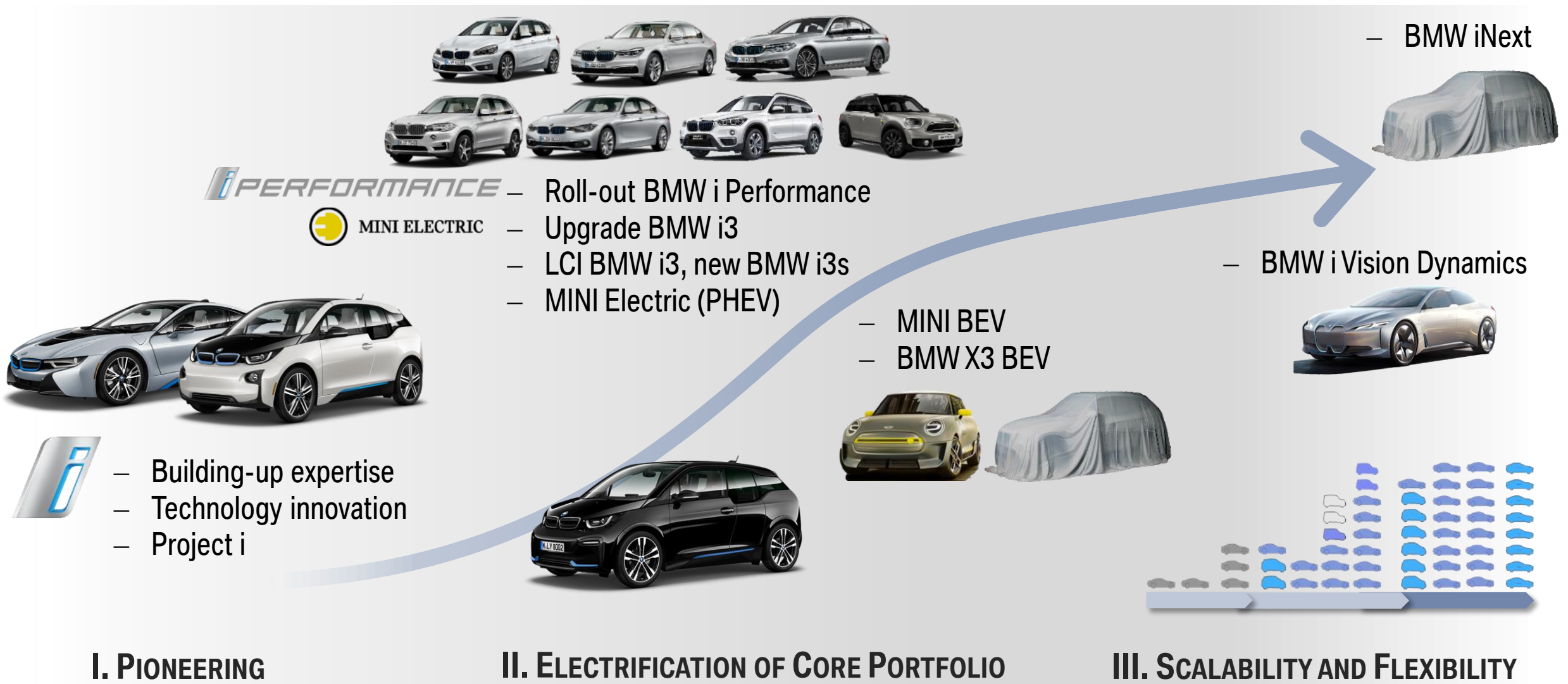
Combustion engine



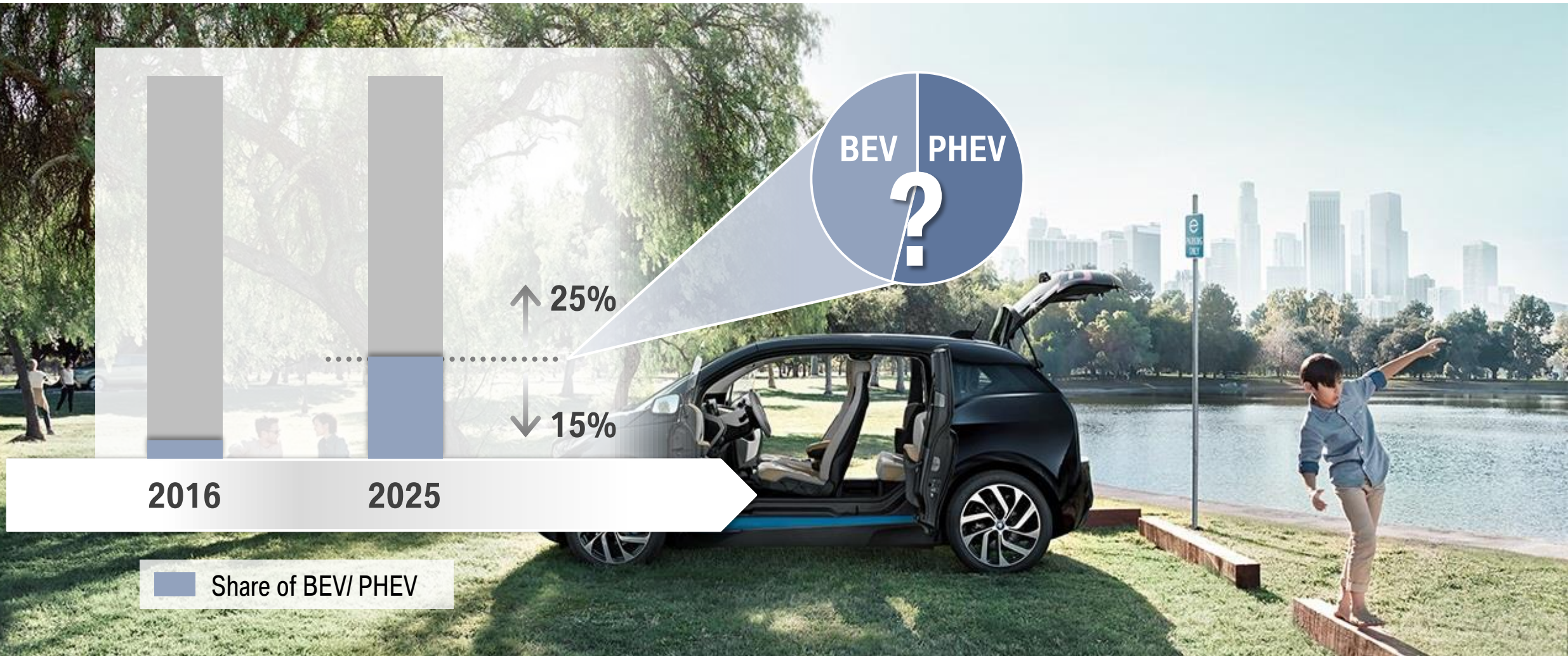
TECHNOLOGICAL CHANGE – TURNING A CHALLENGE INTO AN OPPORTUNITY.



BMW GROUP'S ELECTRIFICATION PATHWAY.



FLEXIBILITY IS KEY FOR E-MOBILITY.



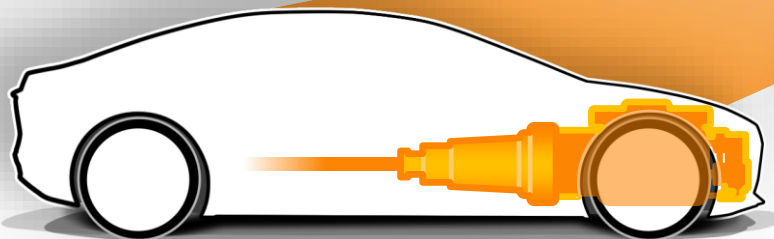
BMW i. FROM “BORN ELECTRIC” TO “ONE PLATFORM SERVES ALL”.

2013

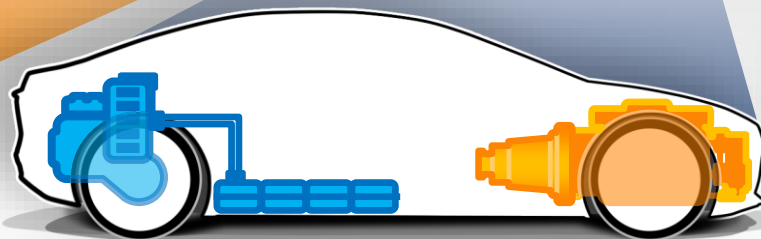
“Born electric”



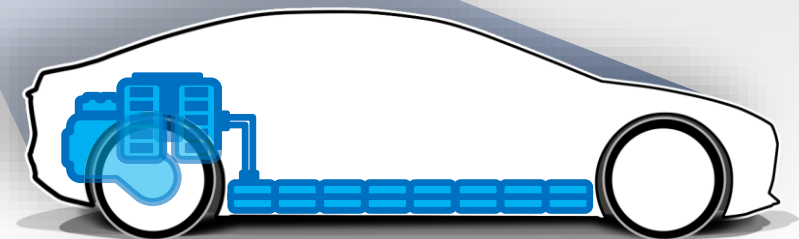
FROM
2021 ON



➤ Combustion engine



➤ Plug-In-Hybrid



➤ Pure electric

OUR CLEAR ROADMAP: 25 ELECTRIFIED MODELS BY 2025, INCLUDING 12 FULLY ELECTRIC CARS.

Fully electric



BMW i3
60 Ah / 22 kWh



BMW i3
94 Ah / 33 kWh



BMW i3s
94 Ah / 33.2 kWh



MINI BEV**



BMW X3 BEV



BMW i Vision Dynamics



BMW iNext



2013 — 2014 — 2015 — 2016 — 2017 — 2018 — 2019 — 2020 — 2021 — 2022 — 2023 — 2024 — 2025



BMW i8



BMW 530Le China*



BMW 225xe
iPerformance



BMW X1 xDrive25Le
iPerformance (China)



BMW i8 Roadster



BMW X5
xDrive40e
iPerformance



BMW 330e
iPerformance



BMW 530e
iPerformance



BMW 530Le
iPerformance(China)



BMW 740e
iPerformance



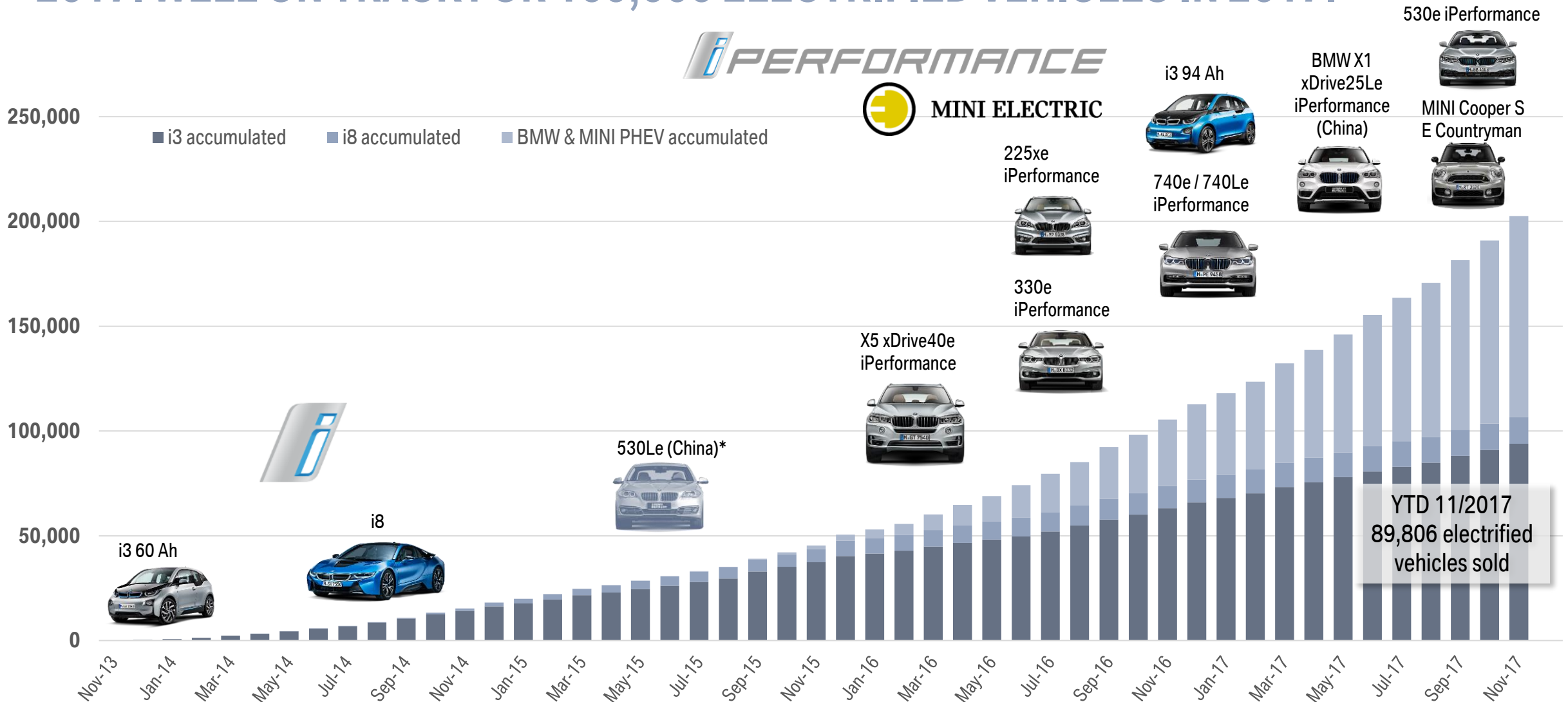
MINI Cooper S E
Countryman ALL4



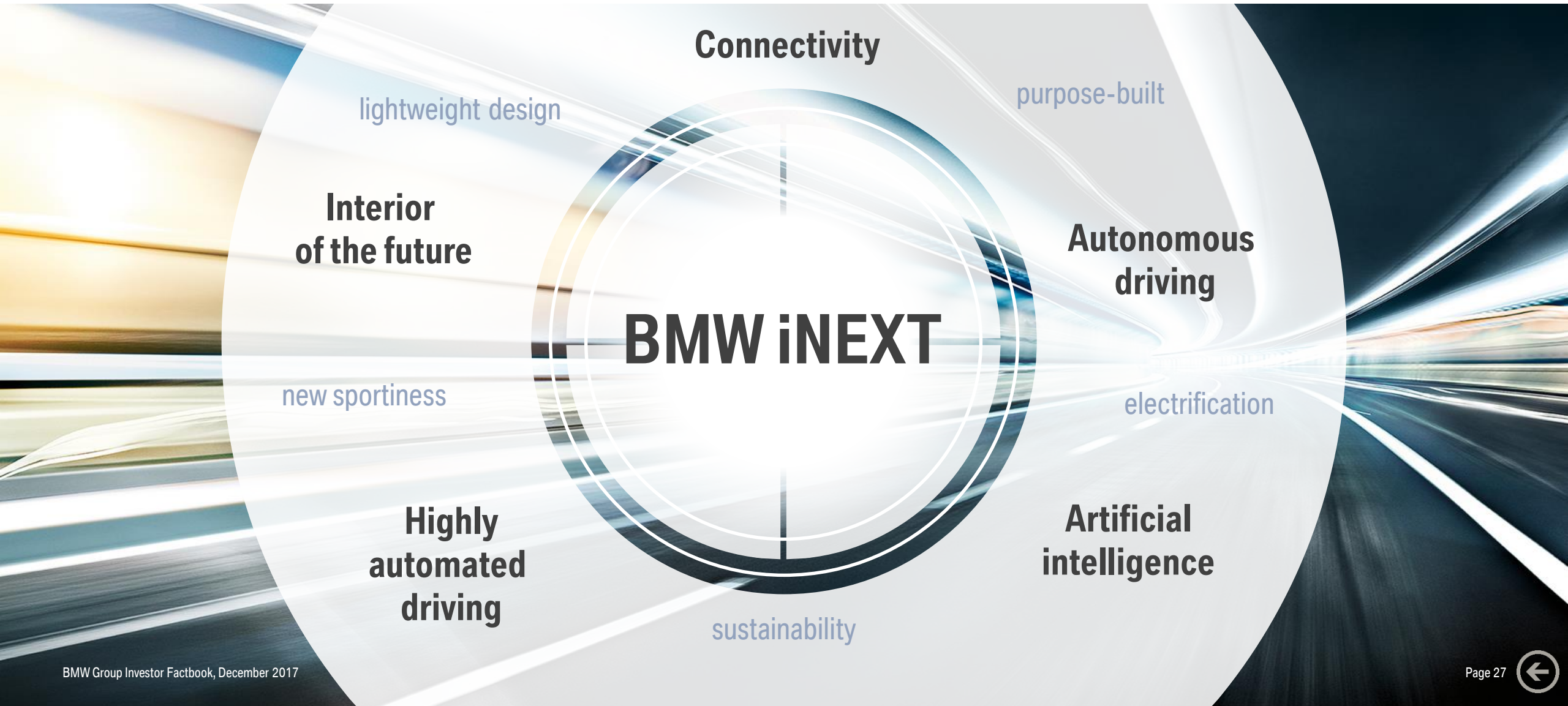
Plug-in hybrid

Schematic illustration of future launch dates
* Not in series production any more
** MINI Battery Electric Vehicle Concept Car

MORE THAN 200,000 ELECTRIFIED BMW GROUP VEHICLES SOLD BY NOVEMBER 2017. WELL ON TRACK FOR 100,000 ELECTRIFIED VEHICLES IN 2017.



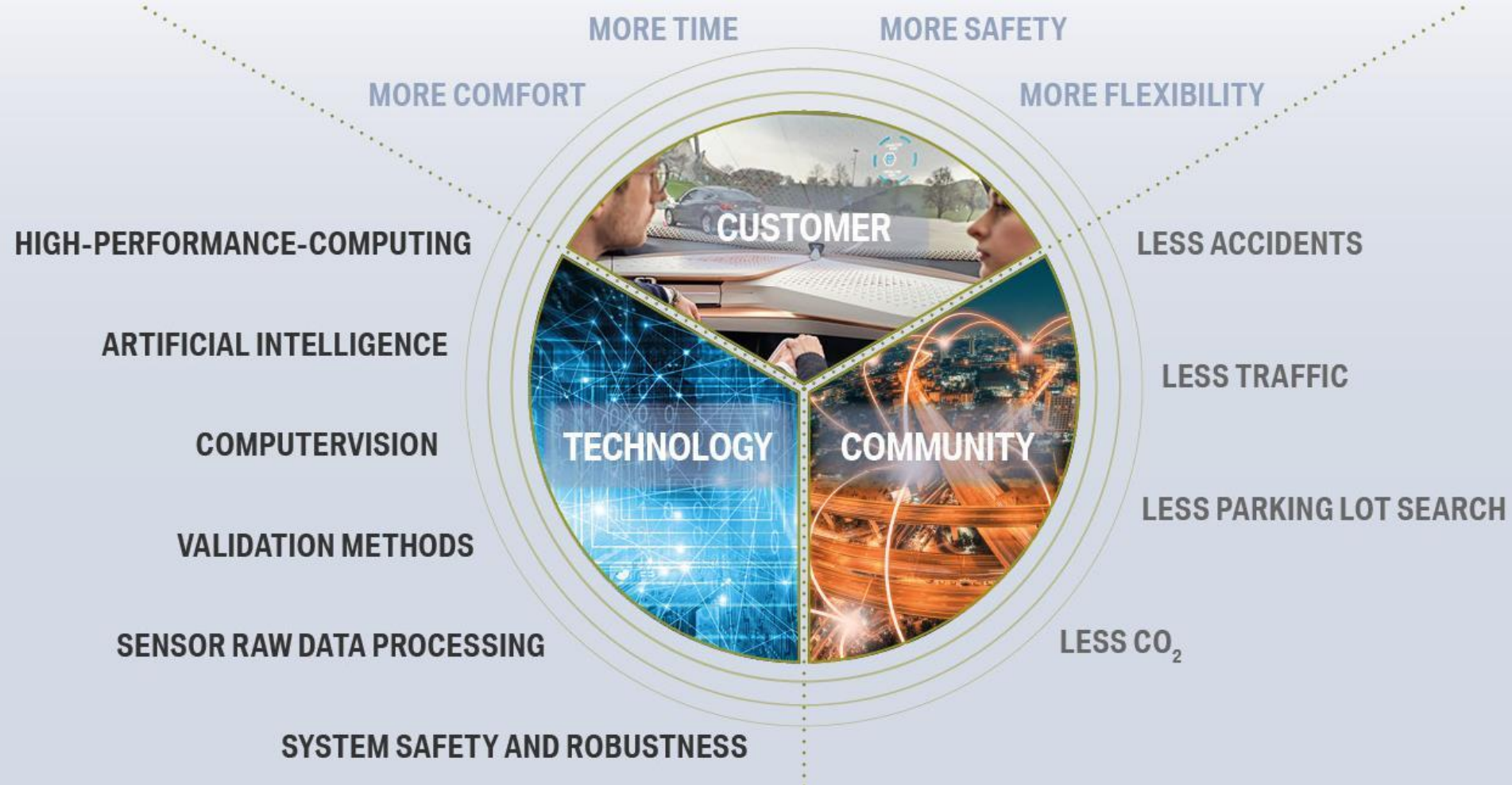
BMW iNEXT AS SPEARHEAD OF INNOVATION.



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AUTOMATED DRIVING. CHANGING FRAMEWORK LEADS TO NEW DEFINITION OF FUTURE MOBILITY.



DRIVING EXPERIENCE REDEFINED. CUSTOMER BENEFIT AS THE FOCAL POINT.

Delegation

Ability

Safety



Driver unchallenged

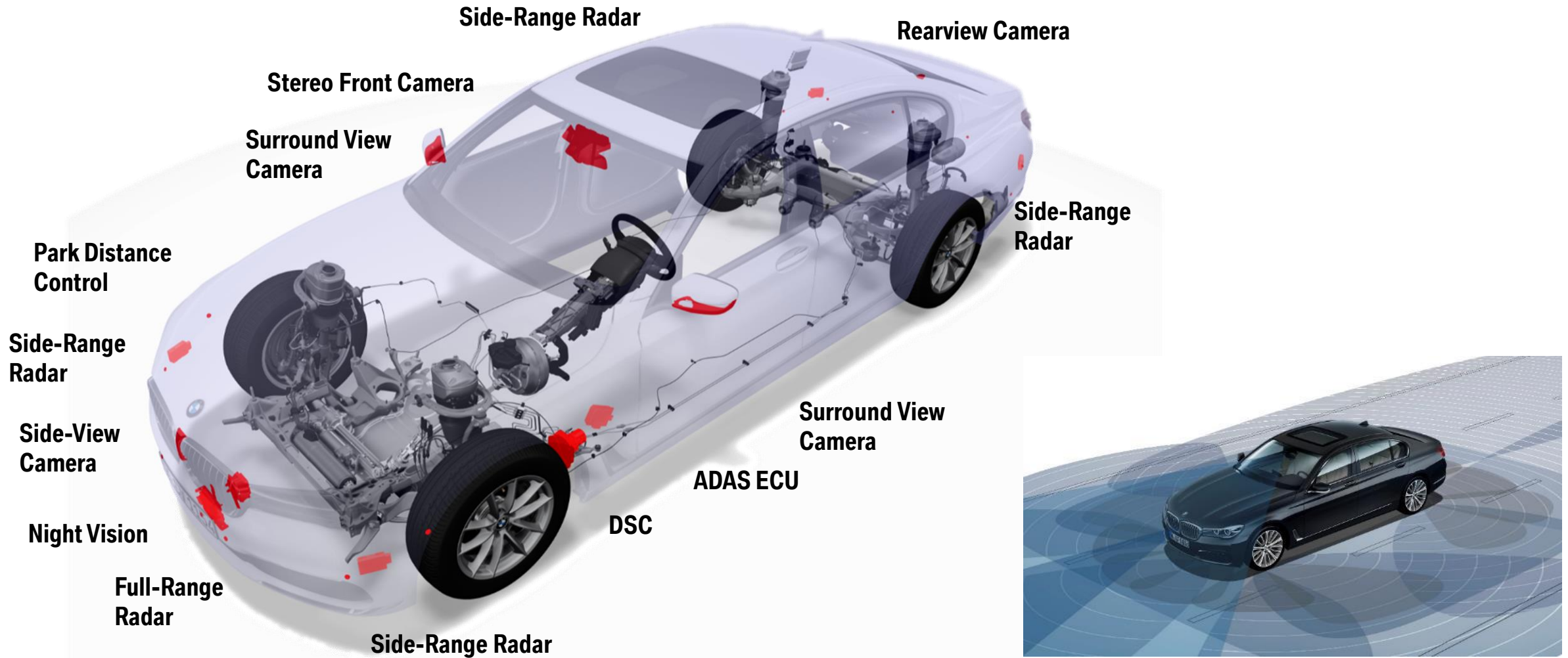
“FLOW”

Driver overchallenged

--- Need for automation of driving tasks



THE NEW BMW 7 SERIES ALREADY OFFERS A COMPREHENSIVE RANGE OF DRIVING ASSISTANCE: SCANNING THE SURROUNDINGS.



THE NEW BMW 5 SERIES DRIVER ASSISTANCE PROVIDES COMFORT AND SAFETY AT THE HIGHEST LEVEL.

Top View Remote
Lane keeping assistant with active side collision protection
Active cruise control with Stop&Go function
Rear collision prevention

Crossroad Assist

3D View
Top View
Parking assistant

Active Park Distance Control
BMW Selective Beam
Remote Control Parking

Steering and lane control assistant

Speed limit and No Pass information

Panorama View
Speed Limit Device

Crossing traffic warning rear / front

Night Vision

Lateral parking aid

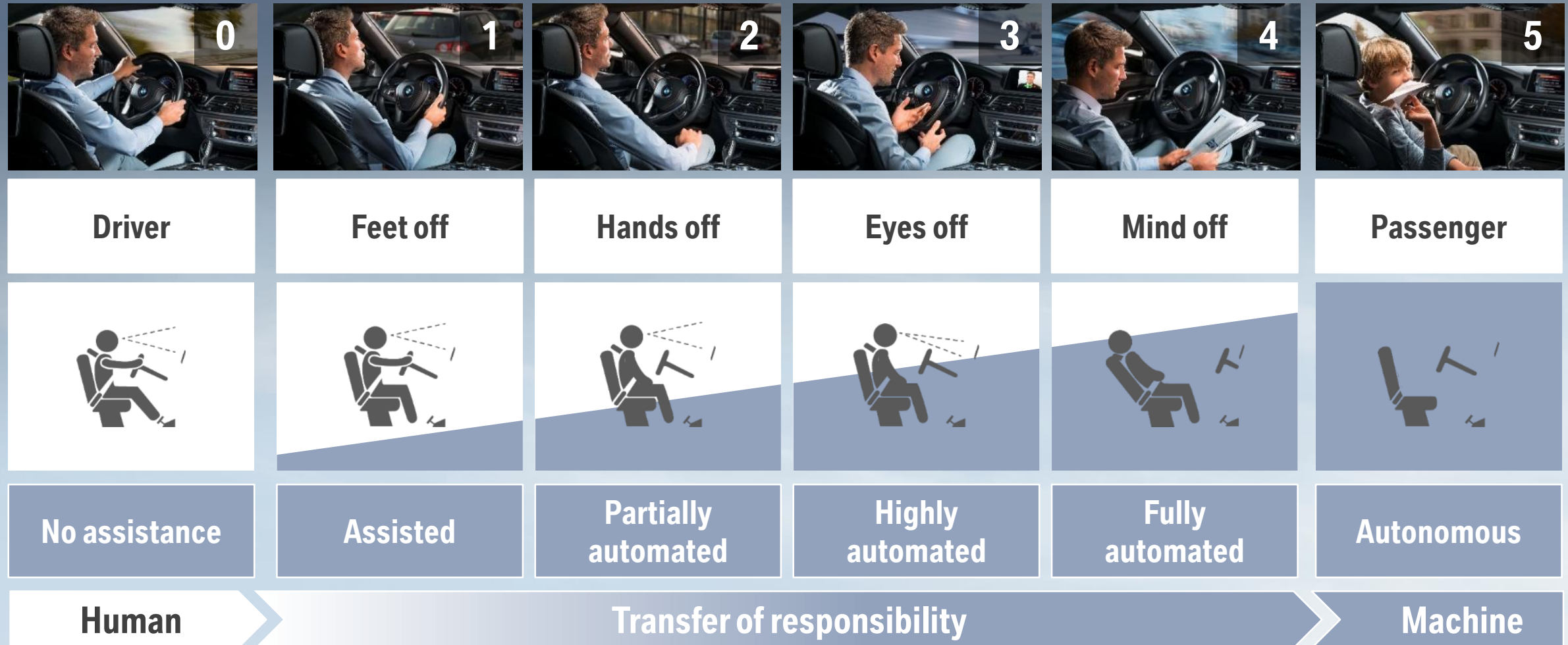
Distance information
Lane departure warning

Wrong Way Assist
Lane change warning

Speed Limit Assist
Approach control warning with braking function



THE NEXT STEPS ARE HIGHLY AND FULLY AUTONOMOUS DRIVING.



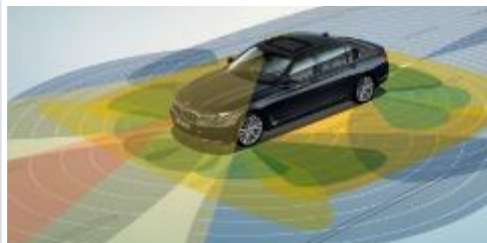
HD-MAP, SENSORS, AI/ENVIRONMENT MODEL AND MOTION CONTROL PLAY A KEY ROLE IN THE ARCHITECTURE OF AUTOMATED DRIVING.

HD-MAP BACKEND



- centimeter precision
- real-time capable
- highly available and reliable

SENSORS



- camera
- radar
- lidar
- ultra-sonic
- inertial sensor

AI / ENVIRONMENT MODEL



- object fusion
- free space detection
- road model
- prediction
- driving strategy / planning

VEHICLE INTEGRATION



- motion control
- safe vehicle management up to the limits
- fail operational architecture

Cross-industry Cooperation



Cooperation for development of autonomous driving platform



System Integrator



BMW GROUP, INTEL AND MOBILEYE TEAM UP TO BRING FULLY AUTONOMOUS DRIVING TO STREETS BY 2021.



#FUTUREOFDRIVING
#BMWINTELMOBILEYE

BMW
GROUP

THE NEXT
100 YEARS



JULY 1, 2016



JULY 1, 2016

Fleets of fully autonomous cars for new mobility services in urban environments

Creation of an **open platform** for the next generation of cars

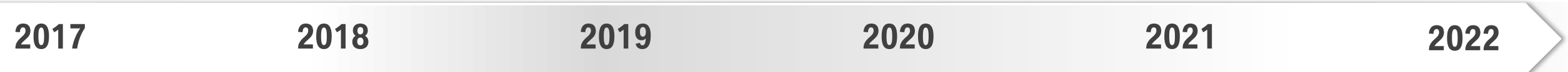
In-vehicle computing, robust cloud and set of machine-learning solutions from **Intel**

Full suite of expertise in sensing, localization, and driving policy from **Mobileye**

BMW iNEXT model will be the basis for fleets of fully autonomous vehicles



ROADMAP TO AUTONOMOUS DRIVING.



- Partial automated driving on all roads
- Automated lane changing on highway
- Hands-off up to 30sec

➤ 210 km/h

- Temporary Hands-off during Stop&Go on highway

➤ 60 km/h

- Advanced ACC function

- Hands- and Eyes-off on highway or highway-like (EU, US)

➤ 130 km/h

- Pilot Mind-off on pre-defined routes

➤ 70 km/h

- Hands- and Eyes-off on highway (EU, US, CN)
- Active lane changing and thread

➤ 130 km/h

2  **PAD**

3  **HAD**

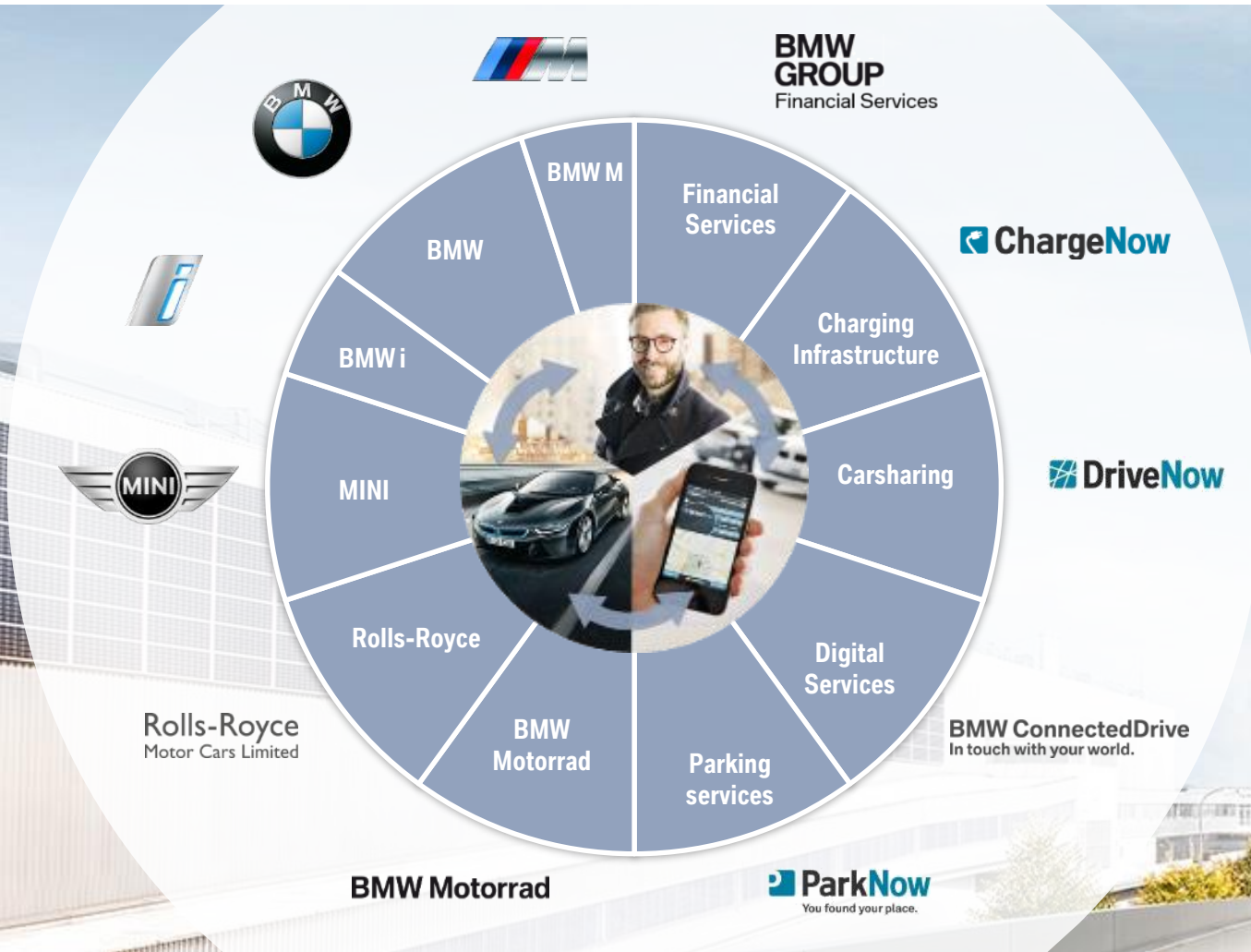
4  **FAD pilot project**

PAD: Partially Automated Driving
 HAD: Highly Automated Driving
 FAD: Fully Automated Driving

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WE CREATE THE INDIVIDUAL PREMIUM MOBILITY PORTFOLIO OF THE FUTURE FOR OUR CUSTOMERS .



LEVERAGING POTENTIAL OF DIGITALIZATION AND CONNECTIVITY.



BMW Connected

05 January Tuesday

Pure Drive

Departure 8:10 am

BMW i8

+15 min
70°F

Arrival 9:20 am

comes with
P Parking
Charging

Departure 8:10 am

comes with
P Parking

Departure 3:18 am

comes with
Chauffeur Service
\$25

Departure 8:25 am

comes with
P Parking

BMW Motorbike

DriveNow

Mobility Cloud

DRIVE NOW. PREMIUM, FREE FLOATING CAR SHARING SERVICE FROM BMW GROUP.

DriveNow Customers are BMW Group's
youngest & most modern
target group

1,000,000 customers
in **13** cities

6,000+ cars
in the fleets

15%
share of electric vehicles



CAR SHARING EXPERIENCE ON A NEW LEVEL. REACH NOW TO INTRODUCE UNIQUE FEATURES TO THE CUSTOMERS.

Launch in April 2016 in **Seattle** –
Followed by **Portland** and **Brooklyn** (NY)

55,000 members

15%
share of electric vehicles

1,400 cars
in the fleet

New features piloted:

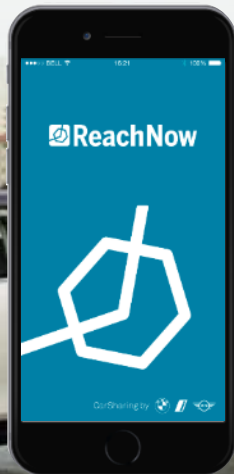
Ride: Car with driver

Reserve: For long period
use of vehicles and
delivery of car

Fleet Solutions:

Individualized CarSharing offering
for residential areas

Share: Renting out your own car



PREMIUM MOBILITY SERVICES CHARGENOW AND PARKNOW MAKE CHARGING AND PARKING EASIER THAN EVER.

130,000 charging points until end of 2017
in 29 countries



On- and off-street parking



car integration
starting with all new BMW 5 Series

Cashless

55 cities in Germany,
Austria, France & Switzerland



in cooperation with BMW i.



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BMW GROUP FINANCIAL YEAR 2016. POSITIVE BUSINESS DEVELOPMENT DESPITE CHALLENGING POLITICAL AND ECONOMIC CONDITIONS.

BMW Group	FY-2016	FY-2015	Change in %
Earnings before tax – Group (in m€)	9,665	9,224	+4.8
EBT margin (in %) – Group	10.3	10.0	+0.3 pp
Automotive Segment			
Automotive sales (units)	2,367,603	2,247,485	+5.3
Earnings before interest and tax (EBIT) (in m€)	7,695	7,836	-1.8
EBIT margin (in %)	8.9	9.2	-0.3 pp
Net financial assets (m€)*	19,520	16,911	+15.4
Motorcycles Segment			
Sales (units)	145,032	136,963	+5.9
Earnings before interest and tax (EBIT) (in m€)	187	182	+2.7
EBIT margin (in %)	9.0	9.1	-0.1 pp
Financial Services			
Earnings before tax (EBT) (in m€)	2,166	1,975	+9.7
Penetration rate (in %)	49.6	46.3	+3.3 pp
Credit loss ratio (in %)	0.32	0.37	-0.05 pp



BMW GROUP Q3-2017. SUBSTANTIAL UPFRONT EXPENDITURE FOR TOMORROW'S MOBILITY DAMPENED EARNINGS IN THE 3RD QUARTER.

BMW Group	Q3-2017	Q3-2016	Change in %
Earnings before tax – Group (in m€)	2,422	2,575	-5.9
EBT margin (in %) – Group	10.3	11.0	-0.7 pp
Automotive Segment			
Automotive sales (units)	590,415	583,499	+1.2
Earnings before interest and tax (EBIT) (in m€)	1,753	1,837	-4.6
EBIT margin (in %)	8.3	8.5	-0.2 pp
Net financial assets (m€)*	18,796	16,715	+12.4
Motorcycles Segment			
Sales (units)	39,429	35,290	+11.7
Earnings before interest and tax (EBIT) (in m€)	53	32	+65.6
EBIT margin (in %)	10.3	7.1	+3.2 pp
Financial Services			
Earnings before tax (EBT) (in m€)	609	568	+7.2
Penetration rate (in %)**	46.7	49.0	-2.3 pp
Credit loss ratio (in %)**	0.30	0.30	-



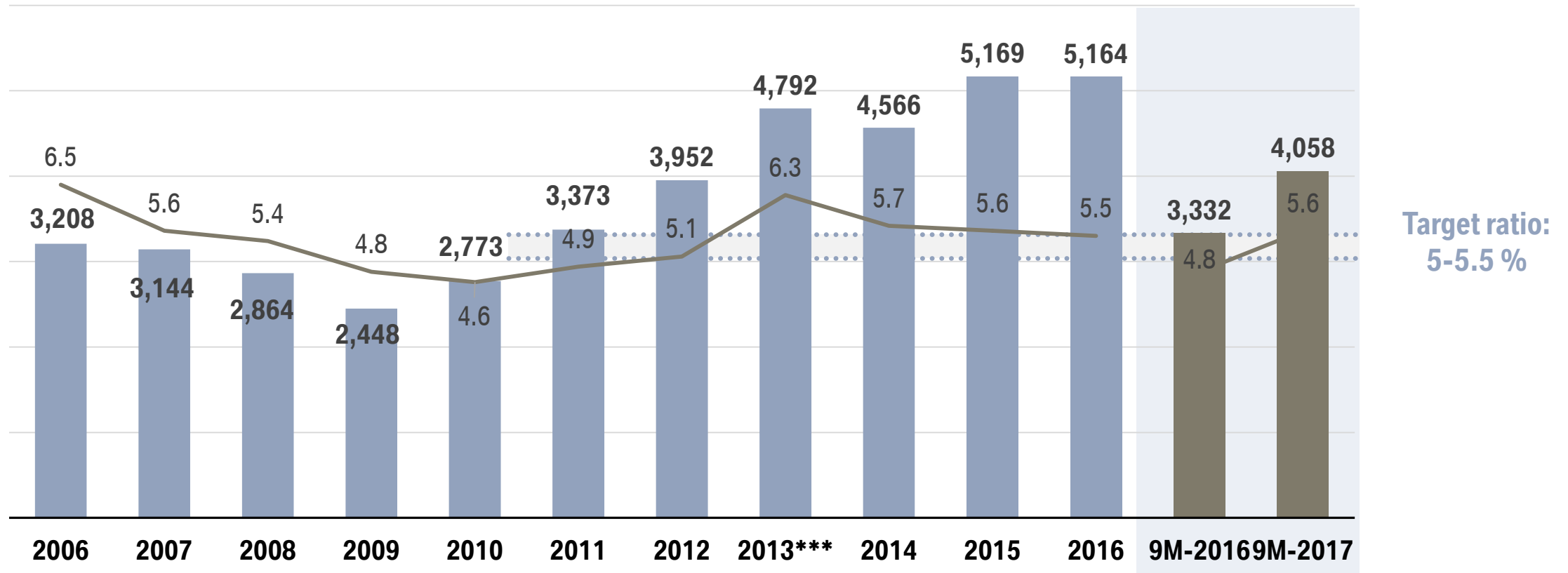
BMW GROUP 9M-2017. STRONG RESULTS IN THE FIRST 9 MONTHS OF 2017. BMW GROUP ON COURSE FOR SUCCESSFUL FINANCIAL YEAR.

BMW Group	9M-2017	9M-2016	Change in %
Earnings before tax – Group (in m€)	8,482	7,741	+9.6
EBT margin (in %) – Group	11.7	11.2	+0.5 pp
Automotive Segment			
Automotive sales (units)	1,811,234	1,746,638	+3.7
Earnings before interest and tax (EBIT) (in m€)	5,862	5,778	+1.5
EBIT margin (in %)	9.1	9.1	-
Net financial assets (m€)*	18,796	16,715	+12.4
Motorcycles Segment			
Sales (units)	127,818	116,044	+10.1
Earnings before interest and tax (EBIT) (in m€)	282	224	+25.9
EBIT margin (in %)	15.4	13.6	+1.8 pp
Financial Services			
Earnings before tax (EBT) (in m€)	1.793	1.641	+9.3
Penetration rate (in %)	46.7	49.0	-2.3 pp
Credit loss ratio (in %)	0.30	0.30	-



THE BMW GROUP IS COMMITTED TO PLAYING A KEY ROLE IN TOMORROW'S MOBILITY AND IS INVESTING SUBSTANTIAL AMOUNTS IN NEW TECHNOLOGIES.

R&D Expenditure* [in m€, HGB] **R&D Ratio**** [in %, HGB]



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.

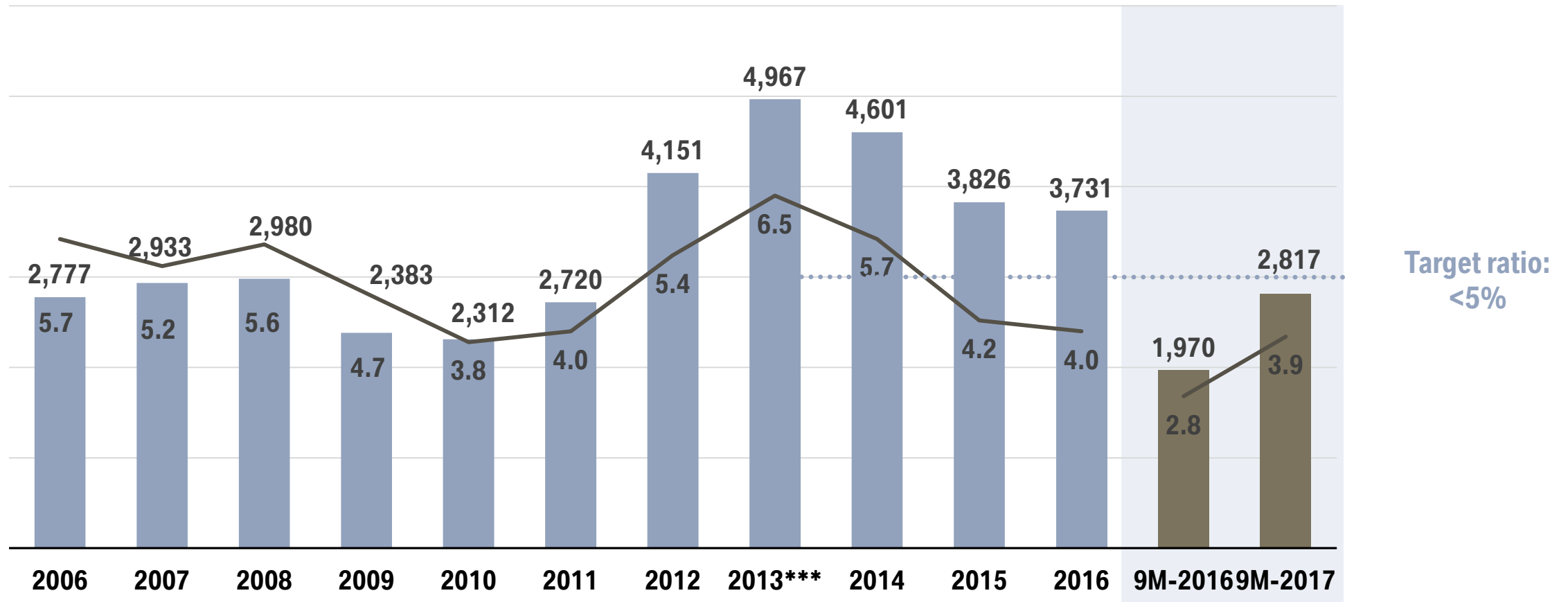
*** 2013 figures have been adjusted in accordance with IAS 8.



TIGHT MANAGEMENT OF CAPITAL EXPENDITURE TO ACHIEVE TARGET RATIO.

BMW Group Capital Expenditure*
[in m€]

Capex Ratio**
[in %]



* Capital Expenditure: additions to property, plant and equipment and other intangible assets (definition has been changed in 2016).

** Capital expenditure ratio: Capital expenditure divided by Group revenues.

*** 2013 figures have been adjusted in accordance with IAS 8.



OUTLOOK FOR 2017. POSITIVE BUSINESS DEVELOPMENT EXPECTED DESPITE CHALLENGES.

BMW Group

Solid increase in EBT compared with previous year

Automotive Segment

Slight increase in deliveries compared with previous year

Slight increase in revenues compared with previous year

EBIT margin in the target range of 8-10%

Financial Services Segment

Return on equity of at least 18%, slight decrease compared with previous year

Motorcycles Segment

Significant increase in deliveries compared with previous year

EBIT margin in the target range of 8-10%

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BMW, ROLLS ROYCE, MINI – STRONG PREMIUM BRANDS AS THE BASIS FOR BMW GROUP'S SUCCESS.

The pinnacle of
automobile luxury

Rolls-Royce
Motor Cars Limited

Sheer driving
pleasure



The world's most exciting
premium small car brand

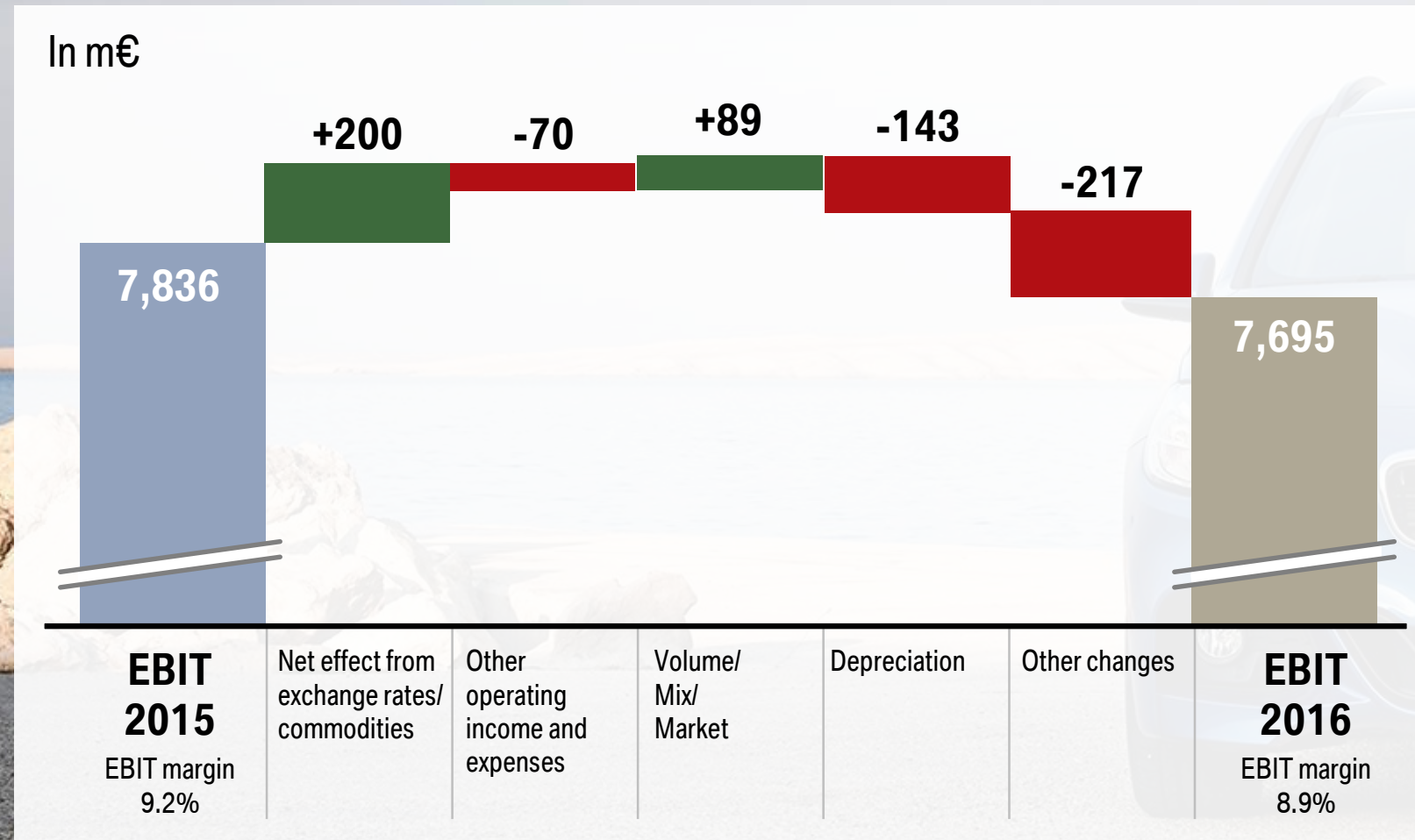


FY-2016 AUTOMOTIVE SEGMENT: EBIT MARGIN IN TARGET RANGE OF 8-10% AS FORECAST.

In m€	2016	2015	Change in %
Sales (units)	2,367,603	2,247,485	+ 5.3
Revenues	86,424	85,536	+ 1.0
Earnings before interest and tax (EBIT)	7,695	7,836	- 1.8
EBIT margin (in %)	8.9	9.2	- 0.3 pp
Earnings before tax (EBT)	7,916	7,523	+ 5.2



AUTOMOTIVE SEGMENT. 2015 TO 2016 EBIT DEVELOPMENT.



Q3-2017 AUTOMOTIVE SEGMENT: EBIT MARGIN WITHIN TARGET RANGE, BUT SLIGHT DECREASE IN REVENUES AND EBIT.

In m€	Q3-2017	Q3-2016	Change in %
Sales (units)	590,415	583,499	+1.2
Revenues	21,040	21,564	-2.4
Earnings before interest and tax (EBIT)	1,753	1,837	-4.6
EBIT margin (in %)	8.3	8.5	-0.2 pp
Earnings before tax (EBT)	1,880	2,030	-7.4



9M-2017 AUTOMOTIVE SEGMENT: SUSTAINABLE PROFITABILITY WITH EBIT MARGIN OF 9.1%.

In m€	9M-2017	9M-2016	Change in %
Sales (units)	1,811,234	1,746,638	+3.7
Revenues	64,708	63,250	+2.3
Earnings before interest and tax (EBIT)	5,862	5,778	+1.5
EBIT margin (in %)	9.1	9.1	-
Earnings before tax (EBT)	6,544	6,041	+8.3



BMW GROUP ACHIEVES SIXTH CONSECUTIVE ALL-TIME SALES HIGH AND REMAINS WORLD'S LEADING PREMIUM CAR COMPANY IN FY-2016.

**BMW
GROUP**

2,367,603

+5.3%



2,003,359

+5.2%



360,233

+6.4%

**Rolls-Royce
Motor Cars Limited**

4,011

+6.0%

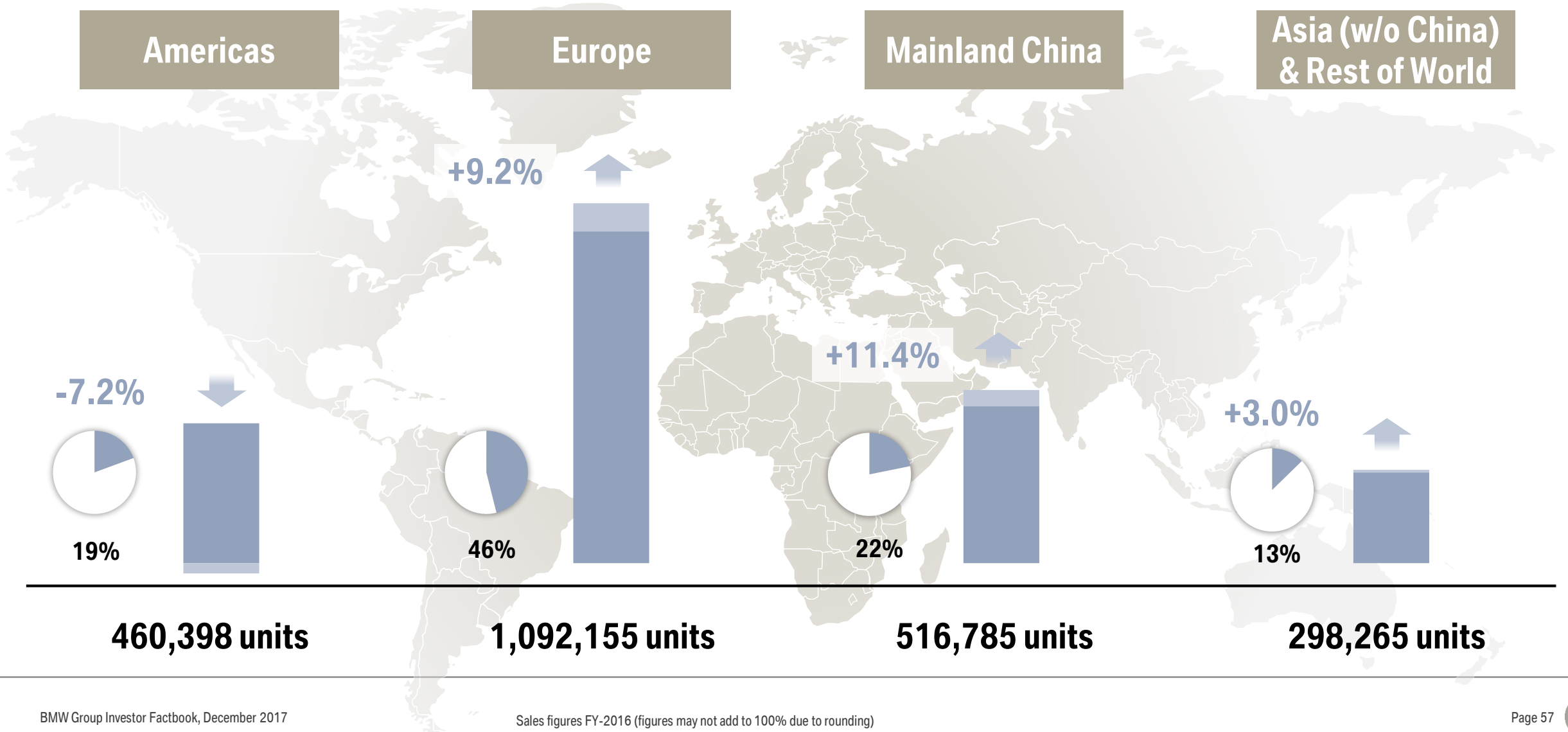
BMW Motorrad

145,032

+5.9%



BMW GROUP AUTOMOTIVE: BALANCED SALES DISTRIBUTION AND SOLID FY-2016 GROWTH OF +5.3% TO NEW RECORD OF 2,367,603 VEHICLES.



BMW GROUP AUTOMOTIVE MAJOR MARKETS. DELIVERIES TO CUSTOMERS FY 2016.

Deliveries of automobiles		FY-2016	FY-2015	Change in %
Europe		1,092,155	1,000,427	9.2
thereof	Germany	298,928	286,098	4.5
	Great Britain	252,205	230,982	9.2
Americas		460,398	495,897	-7.2
thereof	USA	366,493	405,715	-9.7
Asia		747,291	685,792	9.0
thereof	China Mainland	516,785	464,086	11.4
	thereof BBA retail sales	316,200	282,000	12.1
Rest of the World		67,759	65,369	3.7
Total		2,367,603	2,247,485	5.3



DELIVERIES TO CUSTOMERS BY SERIES OR BRAND FY 2016.

Deliveries of automobiles	FY-2016	FY-2015	Change in %
1 Series	176,032	182,158	-3.4
2 Series	196,183	157,144	24.8
3 Series	411,844	444,338	-7.3
4 Series	133,272	152,390	12.5
5 Series	331,410	347,096	-4.5
6 Series	13,400	20,962	36.1
7 Series	61,514	36,364	69.2
X1	220,378	120,011	83.6
X3	157,017	137,810	13.9
X4	58,055	55,050	5.5
X5	166,219	168,143	-1.1
X6	43,323	46,305	-6.4
Z4	5,432	7,950	-31.7
BMW i	29,280	29,513	-0.8
BMW Total	2,003,359	1,905,234	5.2
MINI	360,233	338,466	6.4
Rolls Royce	4,011	3,785	6
BMW Group Total	2,367,603	2,247,485	5.3



BMW GROUP SALES CONTINUE TO GROW THROUGH NOVEMBER 2017.

**BMW
GROUP**

2,229,497

+3.6%



1,892,365

+3.7%



334,205

+3.0%

Rolls-Royce
Motor Cars Limited

2,927

-16.0%

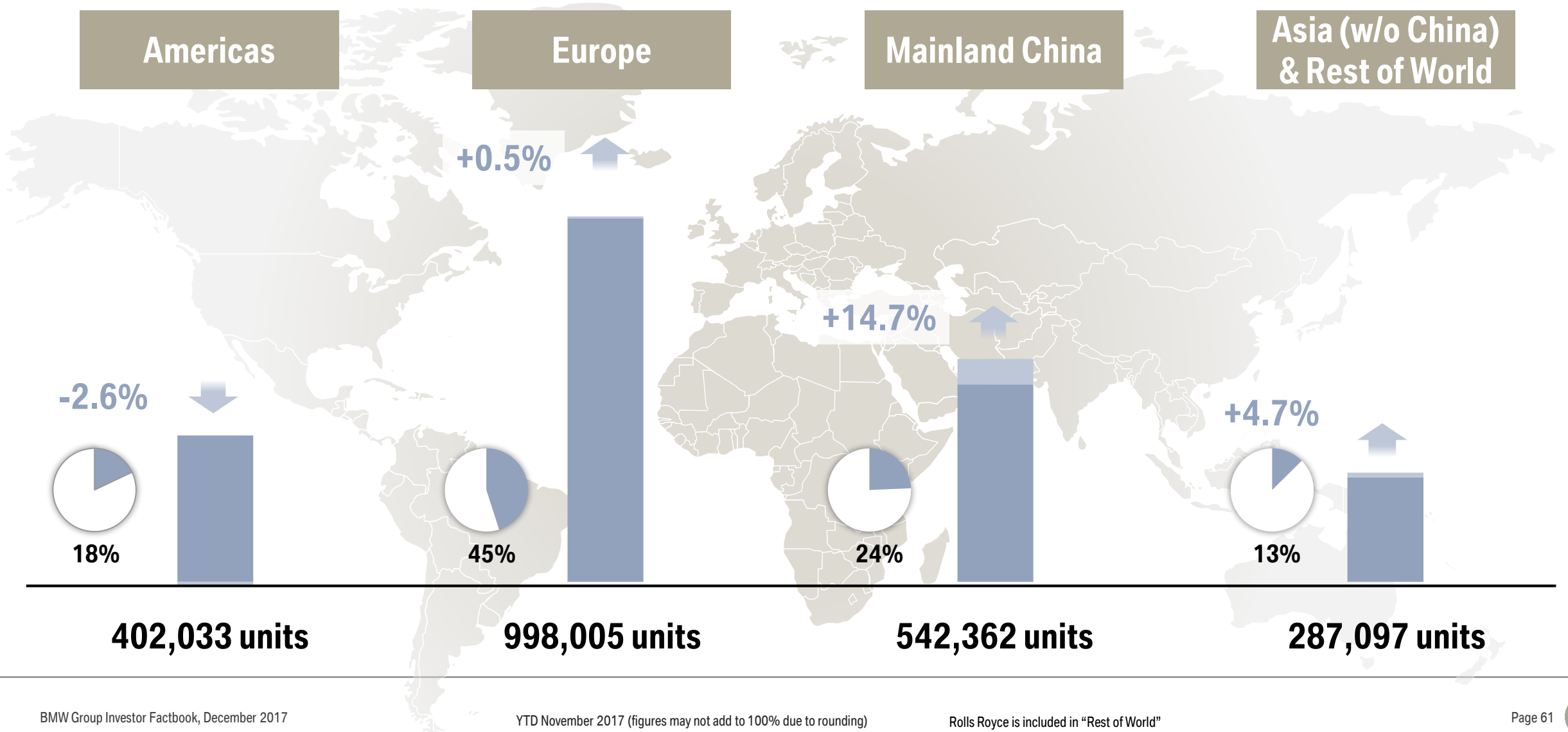
BMW Motorrad

152,322

+11.7%



BMW GROUP AUTOMOTIVE: BALANCED SALES DISTRIBUTION AND SOLID YTD 11/2017 GROWTH OF +3.6% TO A NEW RECORD OF 2,229,497 VEHICLES.



BMW GROUP AUTOMOTIVE MAJOR MARKETS. DELIVERIES TO CUSTOMERS YTD NOVEMBER 2017.

Deliveries of automobiles		YTD 11/2017	YTD 11/2016	Change in %
Europe		998,005	992,602	0.5
thereof	Germany ¹⁾	281,713	281,886	-0.1
	Great Britain	220,126	228,720	-3.8
Americas		402,033	412,873	-2.6
thereof	USA	313,926	327,711	-4.2
Asia		769,643	680,540	13.1
thereof	China Mainland	542,362	472,705	14.7
	thereof BBA retail sales	350,356	290,031	20.8
Rest of the World (incl. RR) ²⁾		59,816	66,400	-9.9
Total		2,229,497	2,152,415	3.6



DELIVERIES TO CUSTOMERS BY SERIES OR BRAND YTD NOVEMBER 2017.

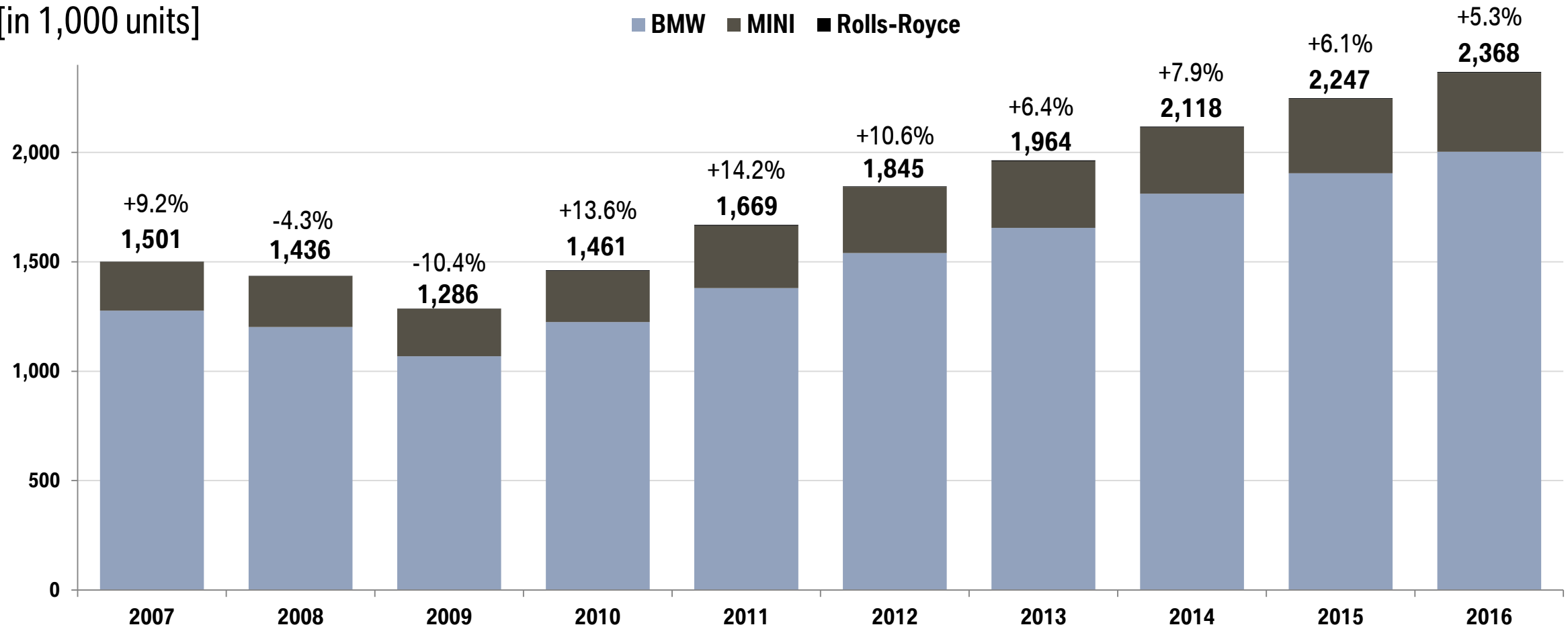
Deliveries of automobiles	YTD 11/2017	YTD 11/2016	Change in %
1 Series	182,413	160,143	13.9
2 Series	164,199	179,819	-8.7
3 Series	372,606	379,129	-1.7
4 Series	120,416	121,541	-0.9
5 Series	311,843	306,341	1.8
6 Series	9,206	12,179	-24.4
7 Series	58,297	54,308	7.3
X1	260,462	193,343	34.7
X3	134,486	143,326	-6.2
X4	47,947	53,192	-9.9
X5	162,833	150,958	7.9
X6	36,331	38,911	-6.6
Z4	1,400	5,094	-72.4
BMW i	29,926	26,241	14.0
BMW Total	1,892,365	1,824,510	3.7
MINI	334,205	324,419	3.0
Rolls Royce	2,927	3,486	-16.0
BMW Group Total	2,229,497	2,152,415	3.6



BMW GROUP RETAIL SALES INCREASED ON AVERAGE BY 4.7% SINCE 2007.

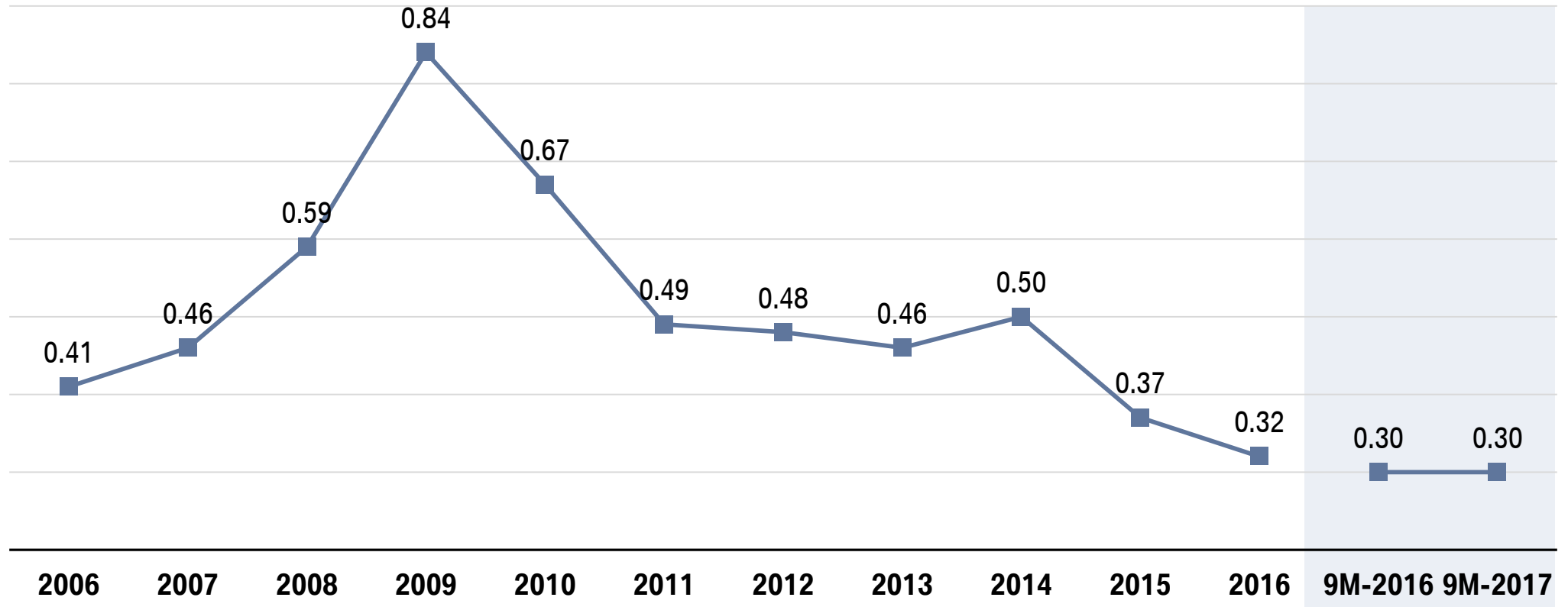
BMW Group Retail sales development [in 1,000 units]

■ BMW ■ MINI ■ Rolls-Royce



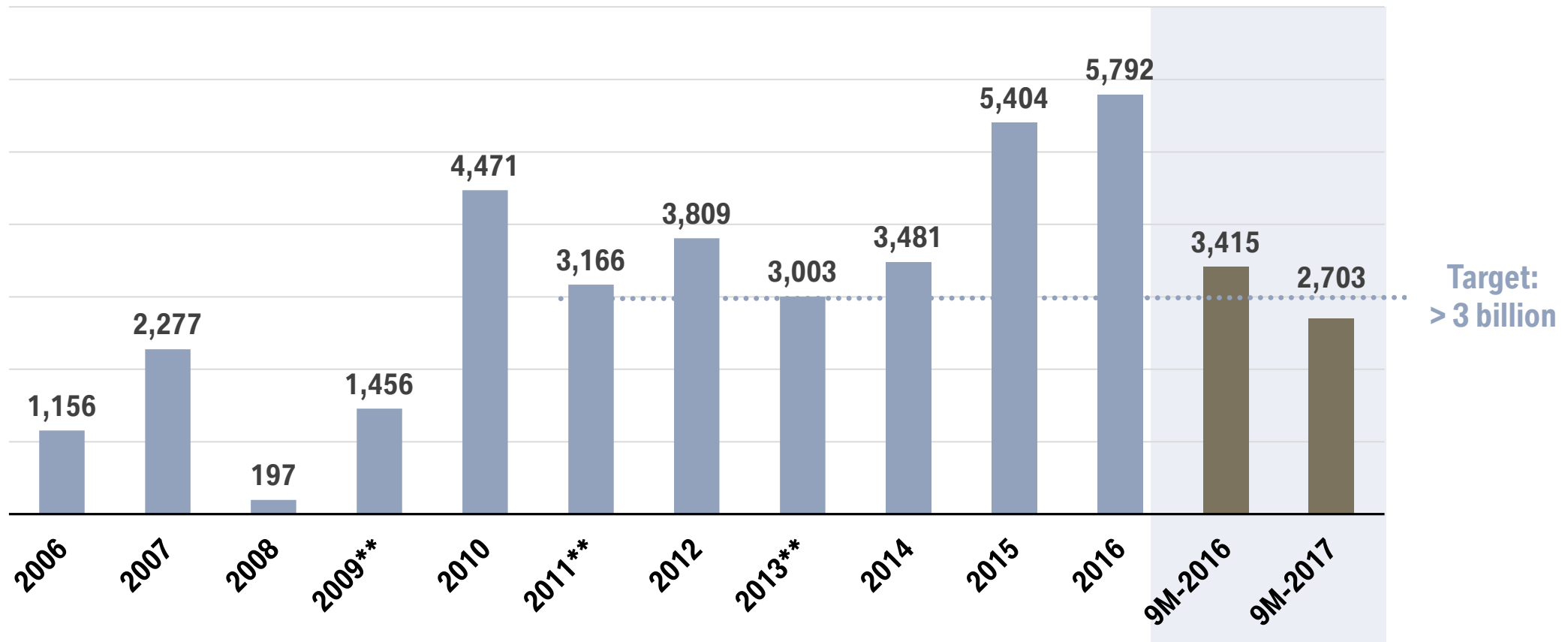
BMW GROUP FINANCIAL SERVICES. SOLID DEVELOPMENT OF CREDIT LOSS RATIO.

Credit loss ratio* [in %]



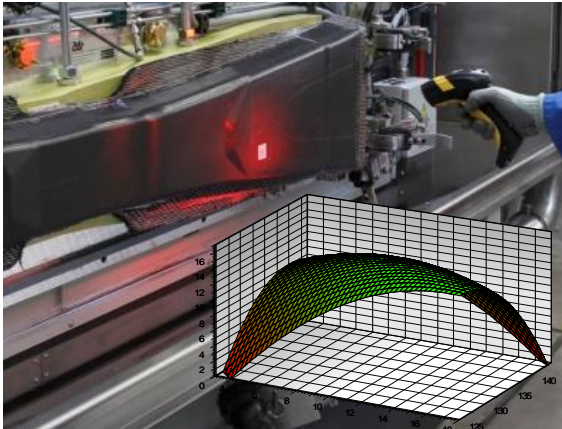
SOLID FREE CASH FLOW DEVELOPMENT IN THE AUTOMOTIVE SEGMENT.

Free Cash Flow (Automotive)* [in m€]



INTELLIGENT AND INNOVATIVE PRODUCTION. DIGITALIZATION CREATES NEW OPPORTUNITIES.

Data and Analytics



Internet-of-Things
Architecture

Data Management for Planning
and Control

Cyber Security

Smart Logistics

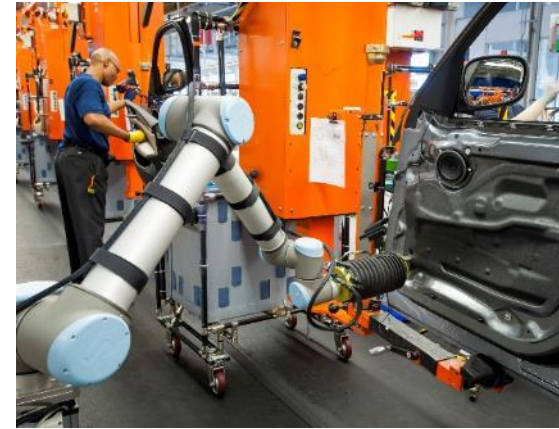


Autonomous Transport Systems

Global Supply Chain
Visibility and Control

Integrated Supplier Networks

Innovative Automation



Collaborative Robot Systems

Context-sensitive Worker
Support Systems

Reorganization of Work

Additive Manufacturing



Laminate or Metal

Serial Production
and Rapid Prototyping

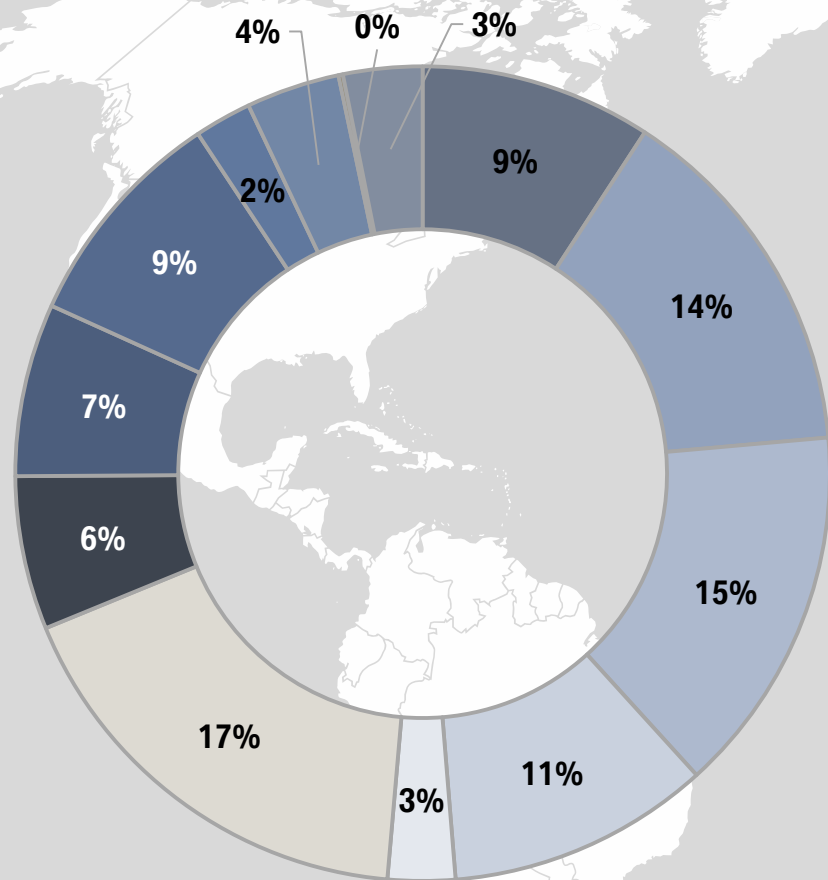
New Individualization



EUROPE, CHINA AND USA – THE PILLARS OF THE BMW GROUP PRODUCTION NETWORK.



AUTOMOBILE PRODUCTION BY PLANT IN 2016.



■ Munich, Germany	BMW 3, 4 series	216,769
■ Dingolfing, Germany	BMW 3, 4, 5, 6, 7 series	339,769
■ Regensburg, Germany	BMW 1, 2, 3, 4 series, X1, Z4	346,291
■ Leipzig, Germany	BMW 1,2 series, i3, i8	246,550
■ Rossllyn, South Africa	BMW 3 series	63,117
■ Spartanburg, USA	BMW X3, X4, X5, X6	411,171
■ Dadong, China*	BMW 5 series	143,825
■ Tiexi, China*	BMW 2, 3 series, X1	161,901
■ Oxford, UK	MINI Hatch, MINI Clubman	210,971
■ Graz, Austria (Magna Steyr)**	MINI Countryman, MINI Paceman	53,528
■ Born, Netherlands (VDL Nedcar)**	MINI Hatch, MINI Cabrio, MINI Countryman	87,609
■ Goodwood, UK	Rolls-Royce	4,179
■ Assembly plants		74,076
Sum		2,359,756



THE LARGEST MODEL OFFENSIVE IN THE COMPANY'S HISTORY. 40 AUTOMOBILE LAUNCHES IN 2017 AND 2018 & ATTRACTIVE MOTORCYCLE LAUNCHES.

BMW M760Li

BMW 5 Series

MINI Countryman

BMW 4 Series

BMW 1 Series

BMW 2 Series



BMW 6 Series Gran Turismo

BMW X3

BMW M5

BMW X2

BMW i3s

Rolls-Royce Phantom

HP4 RACE



G 310 GS



G 310 R



K 1600 B



R nineT Urban G/S



... AND WE WILL KEEP THE MOMENTUM ROLLING IN 2018.



BMW i8
Roadster



BMW
8 Series



BMW X7



BMW Z4



BMW K1600
Grand America



BMW M8



...

THE BMW i VISION DYNAMICS. A NEW FORM OF ELECTRIFYING DRIVING PLEASURE.

➤ BMW i Vision Dynamics

Drive	Pure Electric
Range	600 km (WLTP cycle)
Acceleration	4.0 sec (0-100 km/h)
Top speed	200 km/h

The BMW i Vision Dynamics exudes modernity, progressiveness and an appealing technical aesthetic from every angle. As a trailblazer for the BMW brand, it showcases clearly the BMW Group's future vision of emotionally engaging electrified mobility.



THE MINI COOPER S E COUNTRYMAN ALL4. AGILE, VERSATILE & ELECTRIFYING.



MINI ELECTRIC CONCEPT. ICONIC DESIGN AND URBAN DRIVING FUN WITH ZERO EMISSIONS.



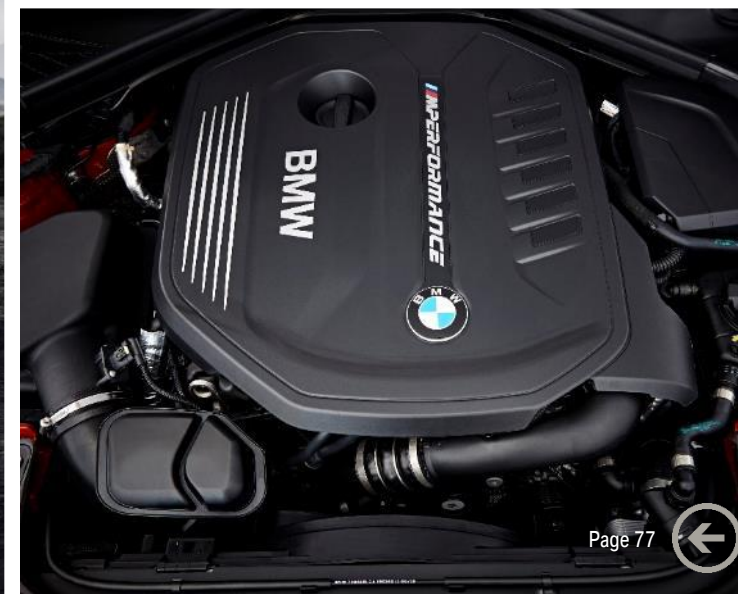
THE NEW BMW i3 AND i3S. OUTSTANDING DRIVING DYNAMICS & EMISSION-FREE FUN AT THE WHEEL.



THE NEW BMW 1 SERIES. UNMISTAKABLY SPORTY, WITH A HIGHER-QUALITY FEEL AND GREATER PRESENCE.



THE NEW BMW 2 SERIES COUPÉ AND BMW 2 SERIES CONVERTIBLE. MORE STRIKING DESIGN, LED HEADLIGHTS AND AN ALL-NEW INTERIOR.



THE NEW BMW 4 SERIES MODELS. ACCENTUATING THE SPORTY CHARACTER.



SEVENTH GENERATION OF BMW 5 SERIES: SPORTINESS AND EVERYDAY USABILITY.



THE NEW 6 SERIES GRAN TURISMO. LONG-DISTANCE COMFORT OF A LUXURY SEDAN WITH ALLURING COUPE STYLE.



BMW CONCEPT 8 SERIES. THE PINNACLE OF SPORTS PERFORMANCE AND EXCLUSIVITY.



THE BMW CONCEPT Z4. FREEDOM ON FOUR WHEELS.



THE NEW ROLLS-ROYCE PHANTOM. PURSUIT OF PERFECTION, VISIONARY ENGINEERING & AESTHETIC ACUITY.



KEEPING THE LEAD. FURTHER EXPANSION OF THE X-PORTFOLIO PLANNED UNTIL 2020.

BMW X1



BMW X2



BMW X3



BMW X4



BMW X5



BMW X6



BMW X7*



THE NEW BMW X2. EXCITING LOOKS, SPARKLING DYNAMICS.



THE NEW BMW X3. NEW LEVEL OF SPORTINESS, SHARPER DESIGN, SEMI-AUTOMATED DRIVING AND CUTTING-EDGE CONNECTIVITY.

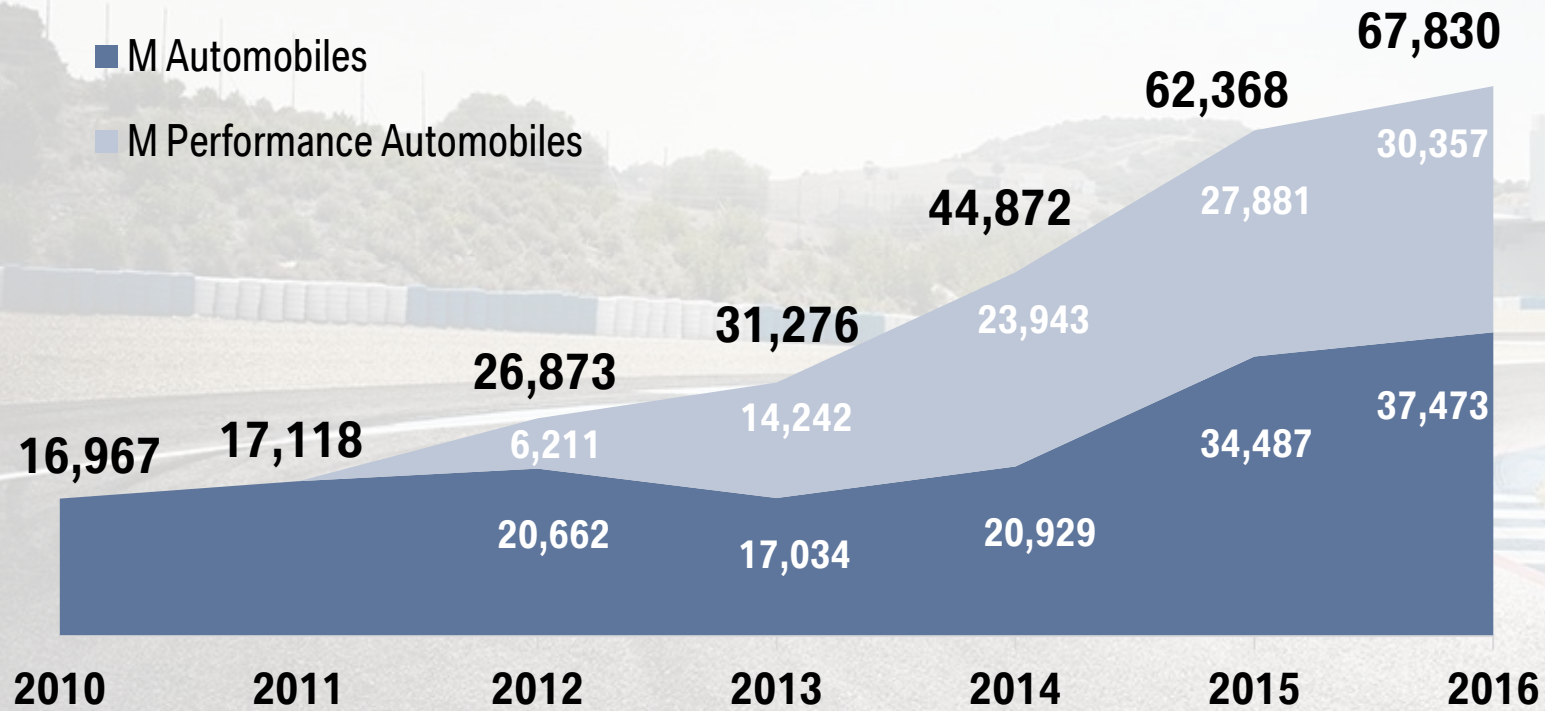


BMW CONCEPT X7 iPERFORMANCE. STRIKING EXTERIOR COMBINED WITH EXCEPTIONALLY EFFICIENT & DYNAMIC PLUG-IN HYBRID POWERTRAIN.



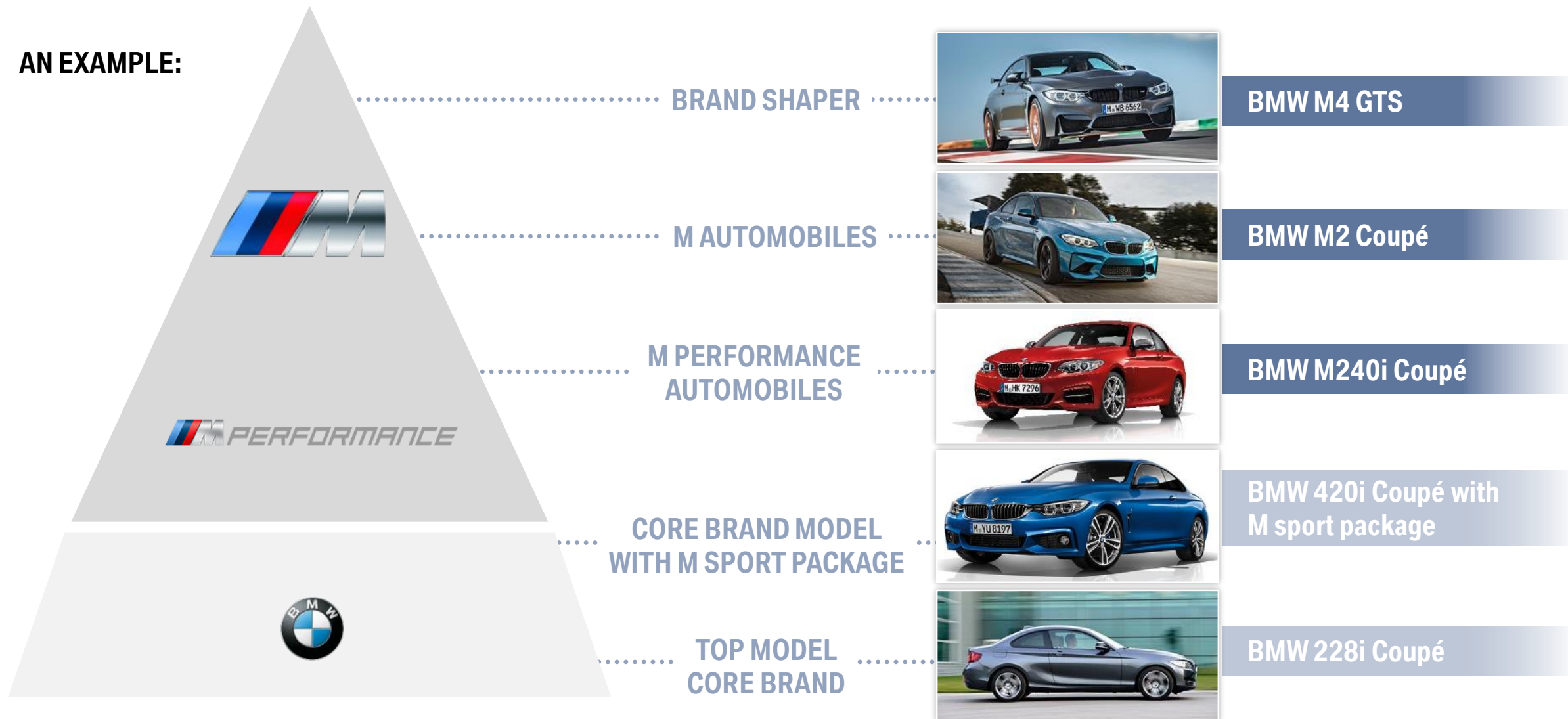
STRONG PERFORMANCE OF M PRODUCTS SERVES AS A STARTING POINT FOR FURTHER GROWTH.

Sales Volume BMW M and M Performance Automobiles



BMW M AUTOMOBILES ARE THE VERY SPORTY AND DYNAMIC END OF OUR MODEL RANGE.

AN EXAMPLE:



CONTENT.

1	STRATEGY NUMBER ONE NEXT	8	FINANCIAL SERVICES
2	E-MOBILITY	9	MARKETS
3	AUTONOMOUS DRIVING	10	SUSTAINABILITY
4	MOBILITY SERVICES	11	BMW SHARES
5	GROUP FINANCIALS	12	DEBT & RATINGS
6	AUTOMOTIVE	13	CONTACT & CALENDAR
7	MOTORCYCLES		

BMW MOTORRAD. WIDER RANGE THAN EVER BEFORE.

ADVENTURE



TOUR



SPORT



ROADSTER



HERITAGE



URBAN
MOBILITY



FY-2016 MOTORCYCLES SEGMENT. INCREASE IN DELIVERIES, SALES AND EARNINGS.

In m€	2016	2015	Change in %
Sales (units)	145,032	136,963	+ 5.9
Revenues	2,069	1,990	+ 4.0
Earnings before interest and tax (EBIT)	187	182	+ 2.7
EBIT margin (in %)	9.0	9.1	-0.1 pp
Earnings before tax (EBT)	185	179	+ 3.4



Q3-2017 MOTORCYCLES SEGMENT: VERY GOOD PERFORMANCE IN SALES AND PROFIT.

In m€	Q3-2017	Q3-2016	Change in %
Sales (units)	39,429	35,290	+11.7
Revenues	514	451	+14.0
Earnings before interest and tax (EBIT)	53	32	+65.6
EBIT margin (in %)	10.3	7.1	+3.2 pp
Earnings before tax (EBT)	53	32	+65.6



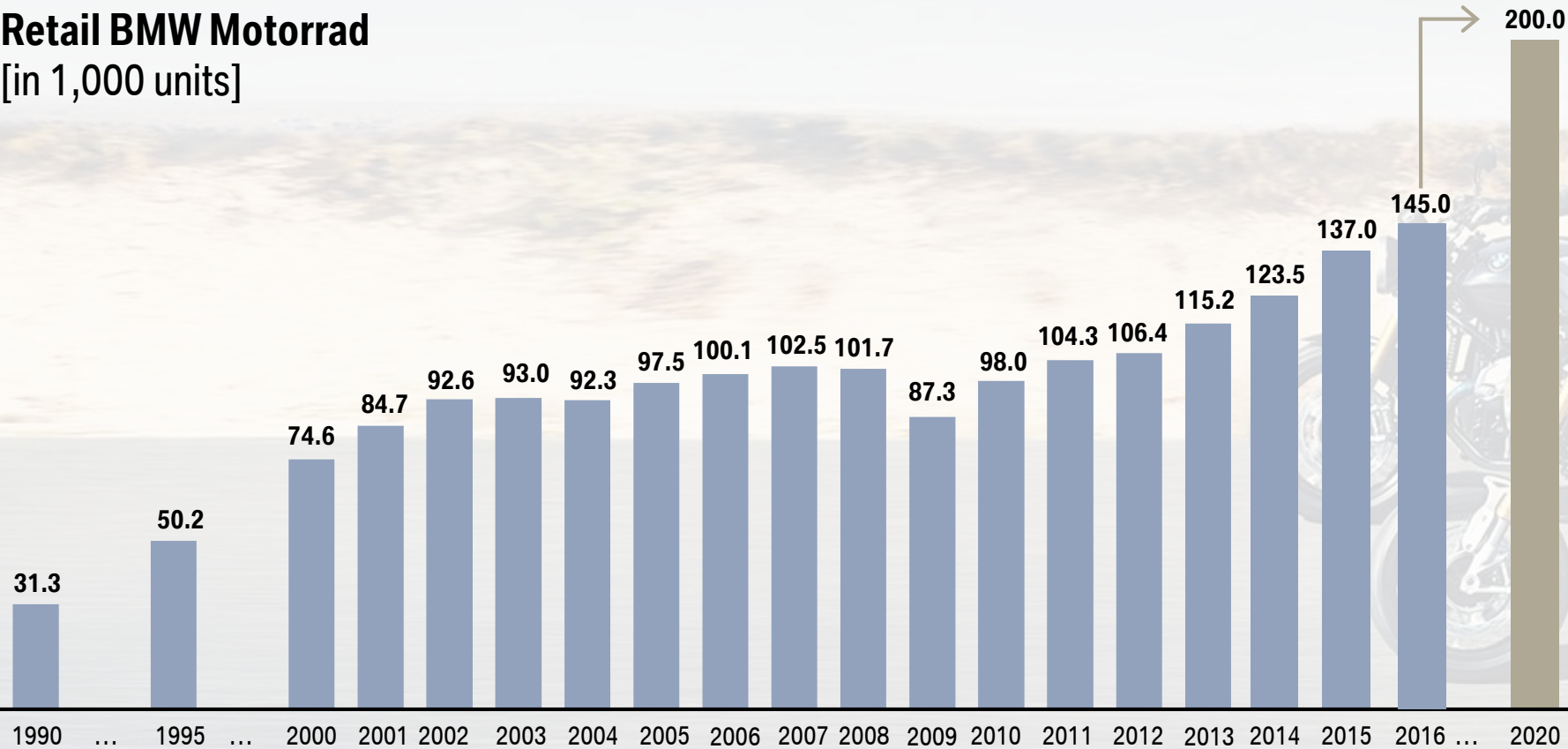
9M-2017 MOTORCYCLES SEGMENT: NEW SALES RECORD WITH MORE THAN 127,000 UNITS SOLD.

In m€	9M-2017	9M-2016	Change in %
Sales (units)	127,818	116,044	+10.1
Revenues	1,833	1,650	+11.1
Earnings before interest and tax (EBIT)	282	224	+25.9
EBIT margin (in %)	15.4	13.6	+1.8 pp
Earnings before tax (EBT)	281	223	+26.0



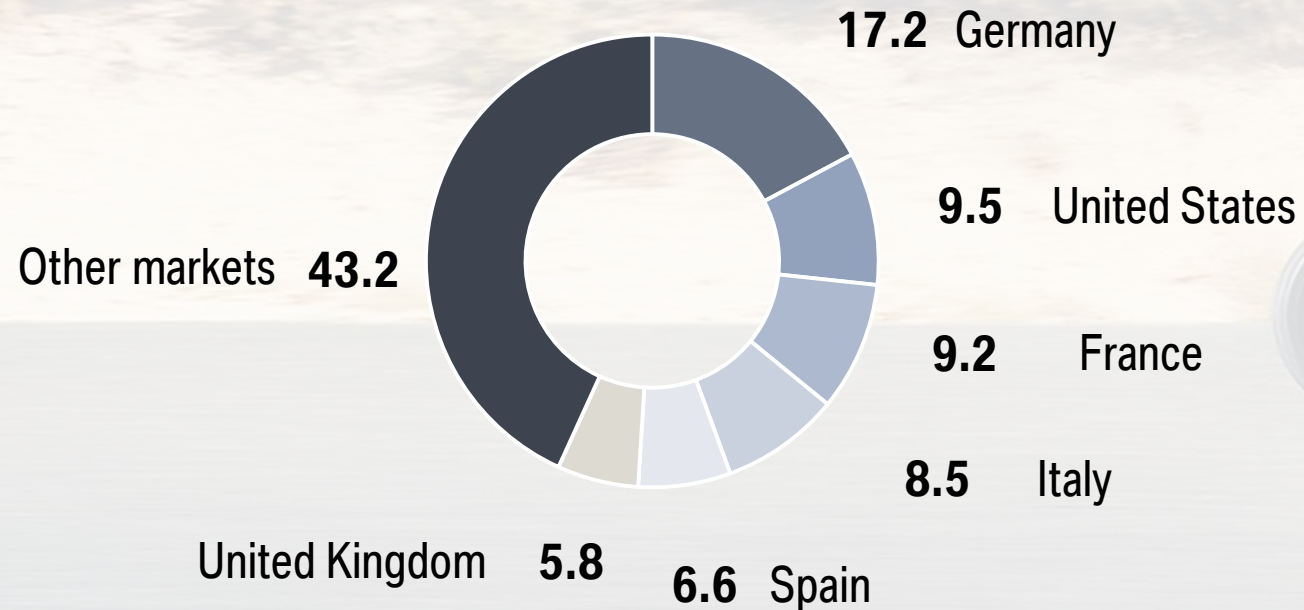
STRONG BMW MOTORRAD RETAIL SALES 1990 TO 2016 AND NEW SALES TARGET 2020.

Retail BMW Motorrad
[in 1,000 units]

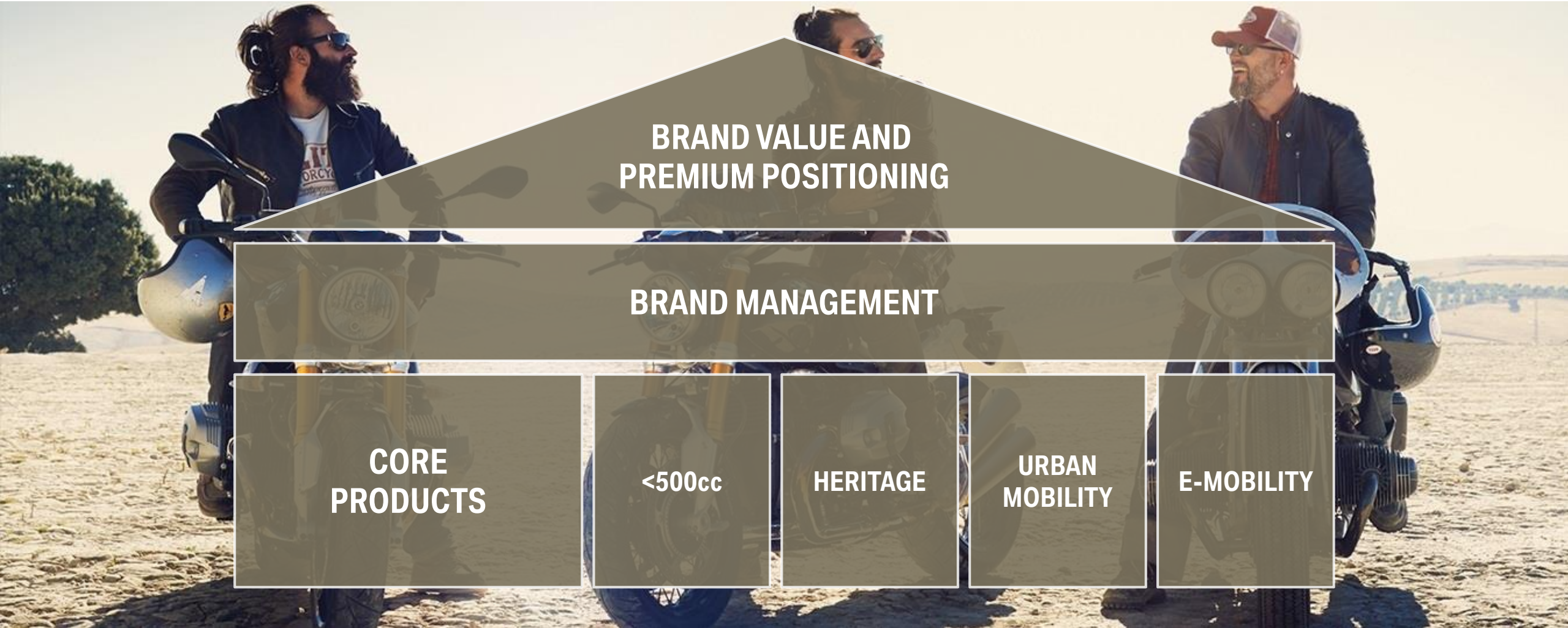


MOST IMPORTANT MARKETS FOR BMW MOTORCYCLES IN 2016.

Retail BMW Motorrad by regions
[in %]



BMW MOTORRAD – NEW STRATEGY SUPPORTS SUSTAINABLE AND PROFITABLE GROWTH.

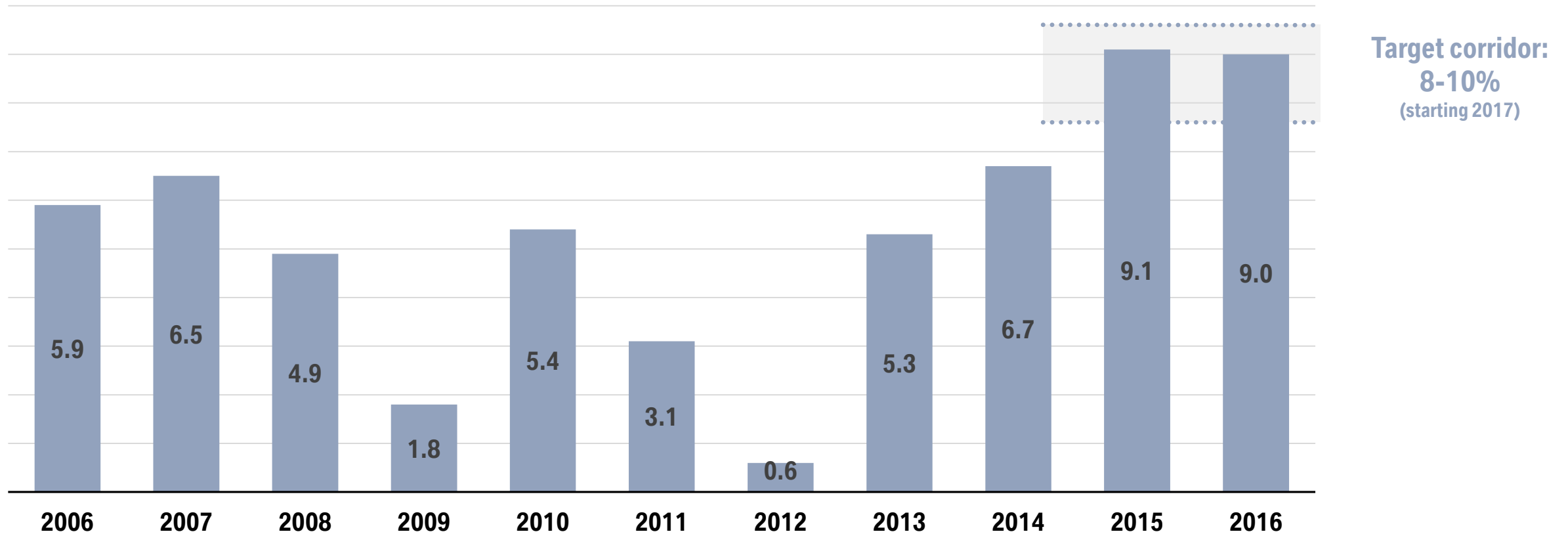


THE BMW MOTORRAD MODEL OFFENSIVE.



SUCCESSFUL FY 2016 FOR BMW MOTORRAD. EBIT MARGIN WITHIN TARGET CORRIDOR OF 8-10%.

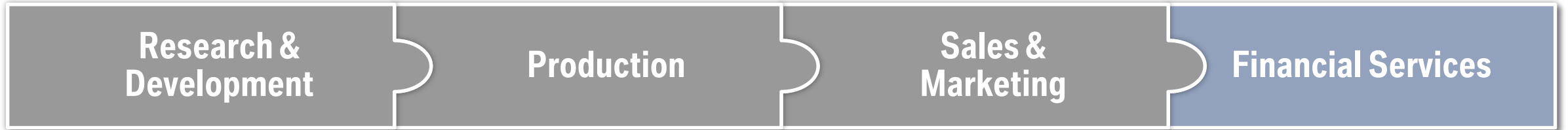
EBIT margin development BMW Motorrad [in %]



CONTENT.

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TODAY SF FULFILLS ITS VALUE CONTRIBUTION ROLE WITHIN THE GROUP.



Support of Sales



Penetration Rate: 46.7% (30.09.2017)

- Financing Partners of BMW Group.
- Strengthen Automotive Brands of BMW Group.

Customer Interface



Customers: 4.9 Million (30.09.2017)

- Win new Customers for BMW Group.
- Service and Loyalize all Customers for BMW Group.

Profit Contribution



Return on Equity > 18% (Target)

- Significant Profit Contribution to BMW Group.

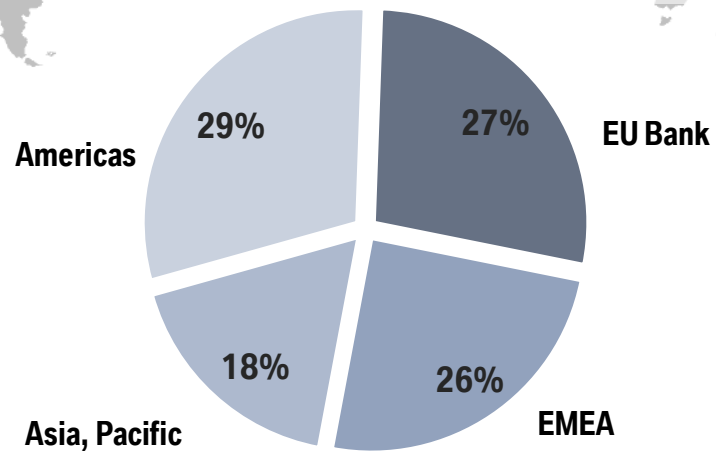


BMW GROUP FINANCIAL SERVICES AT A GLANCE.

Global Presence as of 09/2017



~ 4.9 Million Serviced Retail Contracts



Business Lines as of 09/2017



Retail Finance

€ 87.9 bn



Dealer Finance

€ 17.8 bn



Fleet Business

€ 12.1 bn



ALPHERA
Financial Services

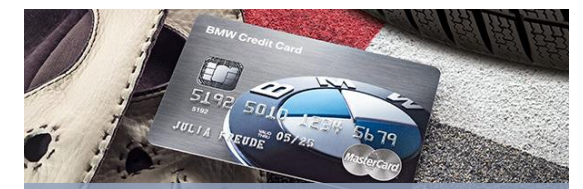
Multi Make Financing

€ 7.9 bn



Insurance

3.6 mn contracts



Banking

€ 10.1 bn



FY-2016 FINANCIAL SERVICES SEGMENT: SUCCESSFUL FINANCIAL YEAR 2016. ROE TARGET OF >18% ACHIEVED.

In m€	FY-2016	FY-2015	Change in %
New customer contracts (units)	1,811,157	1,655,961	+ 9.4
Revenues	25,681	23,739	+ 8.2
Earnings before tax (EBT)	2,166	1,975	+ 9.7
Return on equity (in %)	21.2	20.2	+1.0 pp
Penetration rate (in %)	49.6	46.3	+3.3 pp



FINANCIAL SERVICES SEGMENT REMAINS ON SUCCESSFUL COURSE IN Q3-2017.

In m€	Q3-2017	Q3-2016	Change in %
New customer contracts (units)	435,026	467,702	-7.0
Revenues	6,679	6,403	+4.3
Earnings before tax (EBT)	609	568	+7.2
Penetration rate (in %)*	46.7	49.0	-2.3 pp



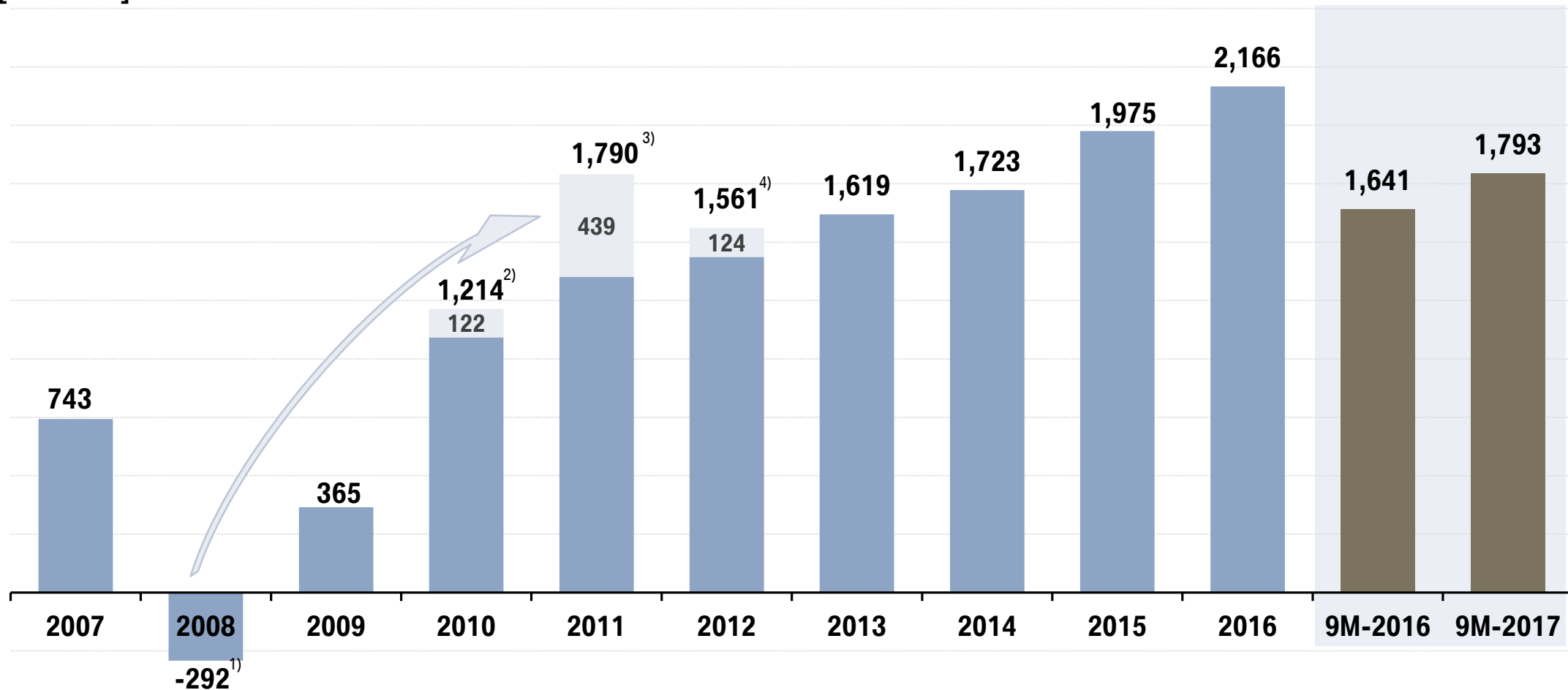
9M-2017 FINANCIAL SERVICES SEGMENT: STRONG PERFORMANCE IN FIRST NINE MONTHS.

In m€	9M-2017	9M-2016	Change in %
New customer contracts (units)	1,369,263	1,341,792	+2.0
Revenues	20,769	18,940	+9.7
Earnings before tax (EBT)	1,793	1,641	+9.3
Penetration rate (in %)	46.7	49.0	-2.3 pp



SIGNIFICANT CONTRIBUTION OF FINANCIAL SERVICES TO BMW GROUP PROFIT.

Earnings before Tax (EBT) Financial Services [in mn €]



1) FY-08 EBT includes a negative effect of EUR 1,057 million from additional credit and residual value risk provisions.

2) FY-10 EBT includes a positive effect of EUR 122 million from better than expected off-lease business.

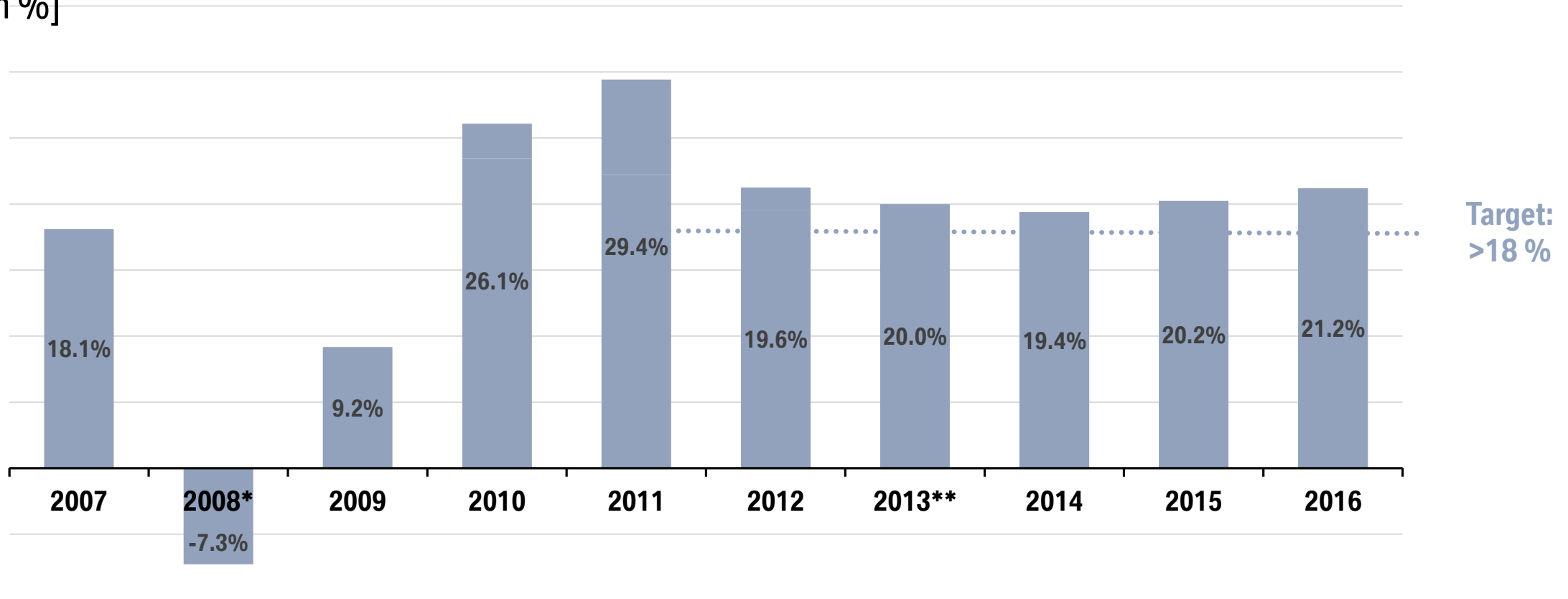
3) FY-11 EBT includes a positive effect of EUR 439 million from adjustment of residual value and credit risk provisions and a better than expected off-lease business.

4) FY-12 EBT includes a positive effect of EUR 124 million from better than expected off-lease business.



RETURN ON EQUITY (ROE) FINANCIAL SERVICES. TARGET ROE OF >18%.

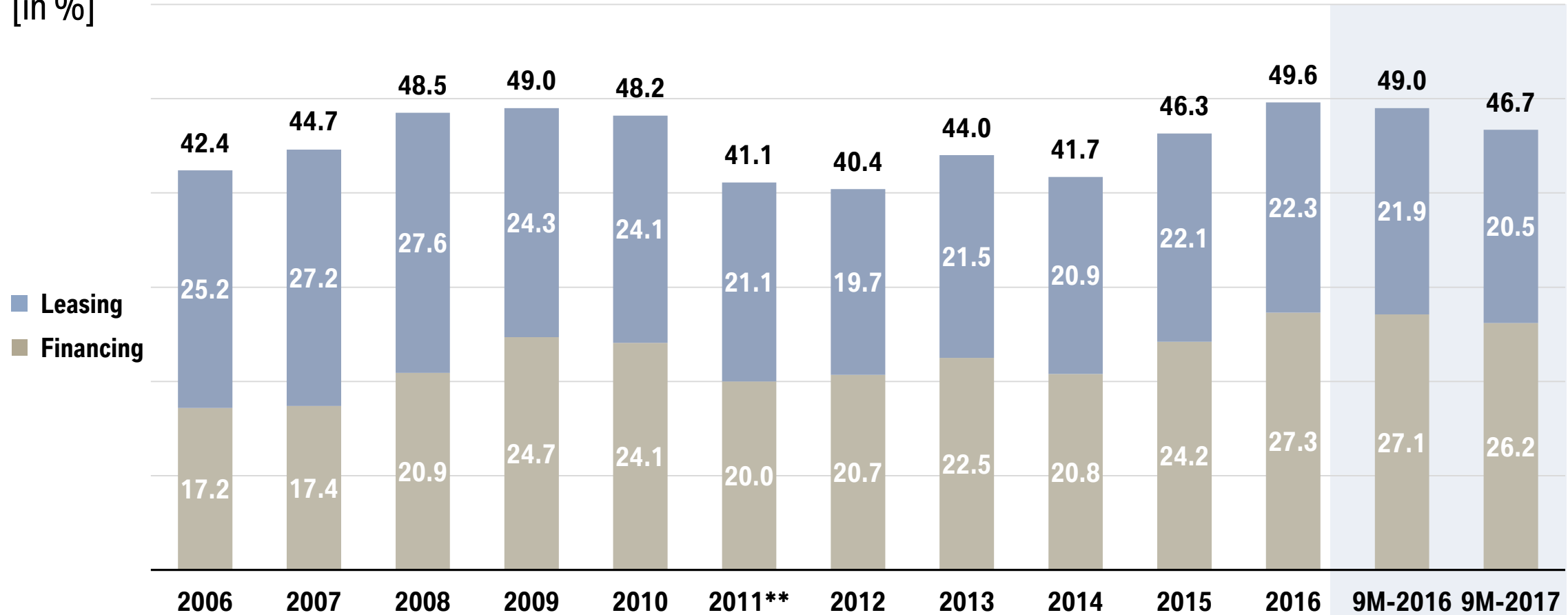
Return on equity (ROE) Financial Services [in %]



BMW GROUP FINANCIAL SERVICES PENETRATION RATE RETAIL BUSINESS.

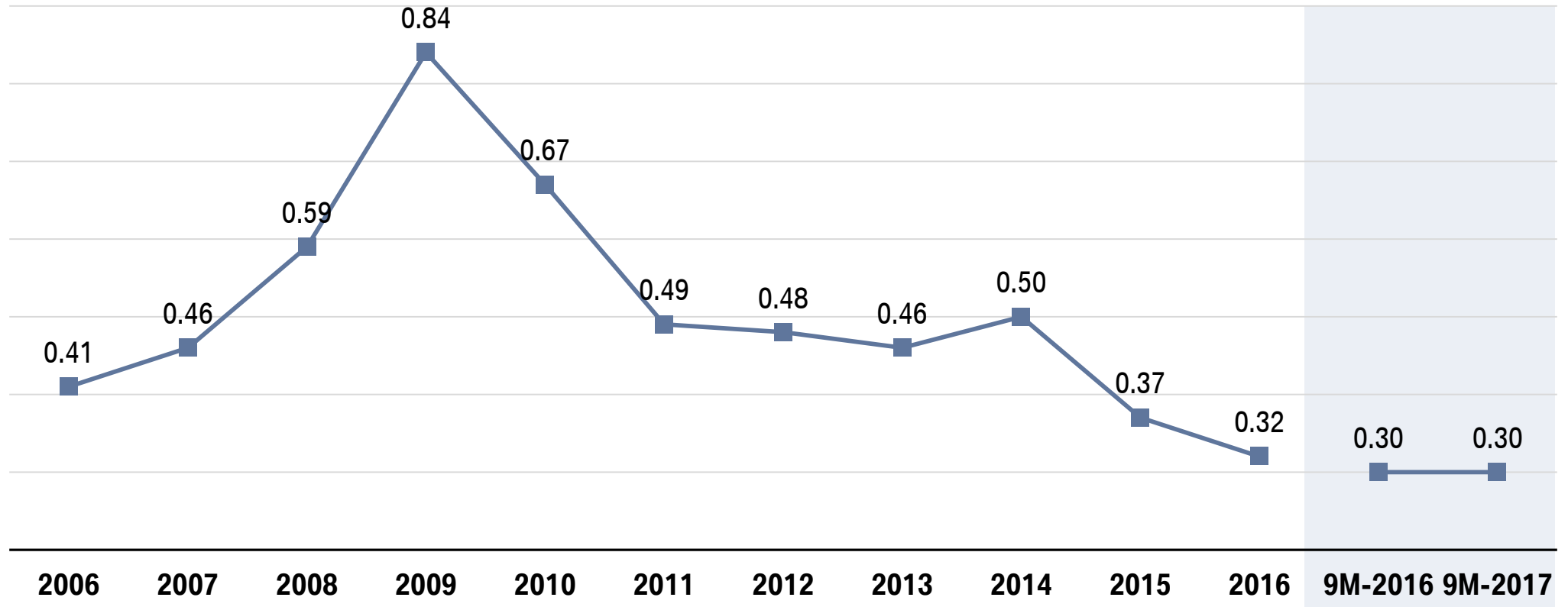
Penetration rate Retail business*

[in %]



BMW GROUP FINANCIAL SERVICES. SOLID DEVELOPMENT OF CREDIT LOSS RATIO.

Credit loss ratio* [in %]



ALPHABET PROVIDES INNOVATIVE AND HOLISTIC MOBILITY SERVICES FOR CORPORATE CUSTOMERS.

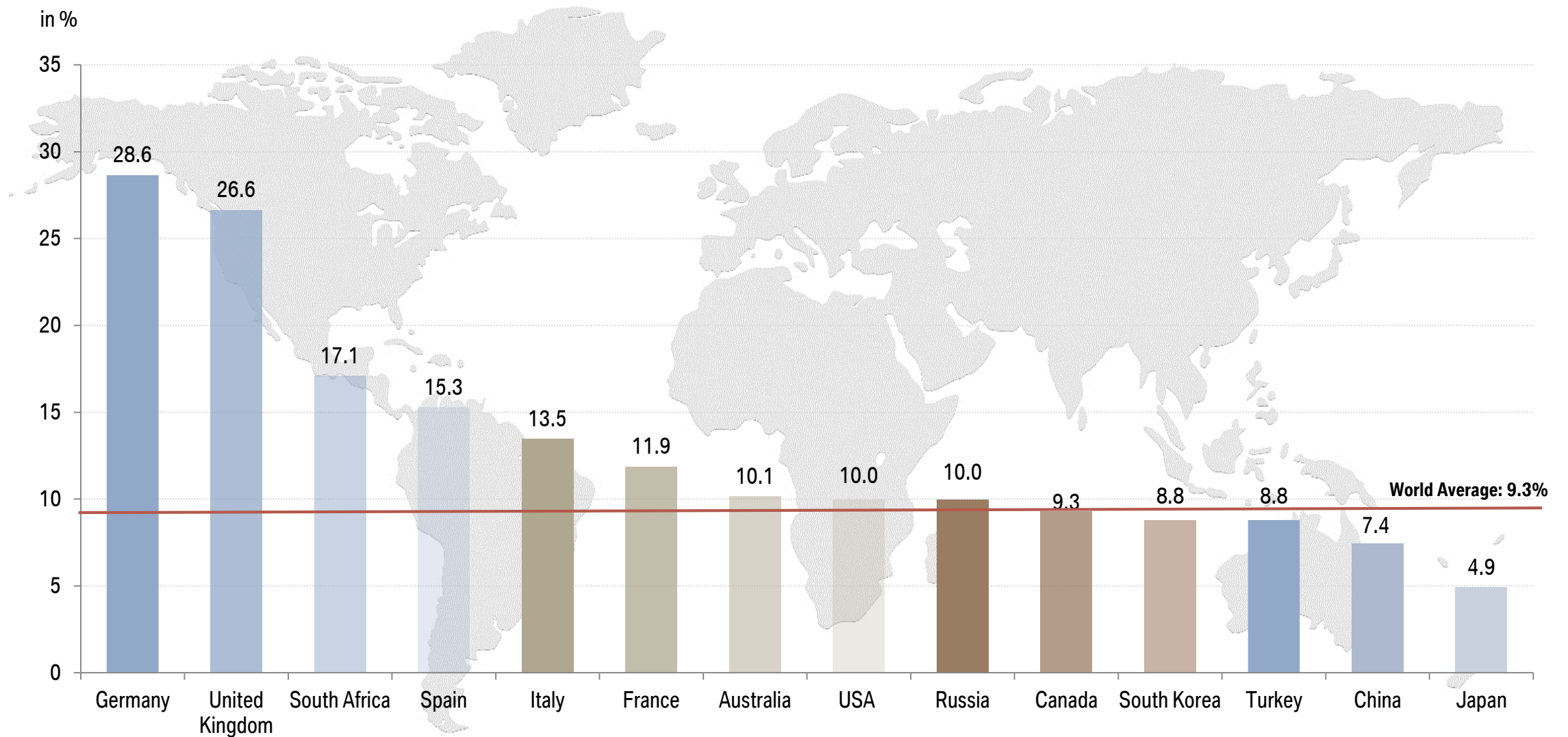
- **4th largest** European fleet management company.
- Stable profit contribution, meeting SF profitability target requirements (ROE >18%).
- Tailor-made, innovative Business Mobility Solutions including Corporate Car Sharing and Mobility Apps.
- Serving **68,000 corporate customers in 16 European countries**, Australia and China with a team of **~2,500 people**.
- Contract portfolio of **645,000 vehicles**.



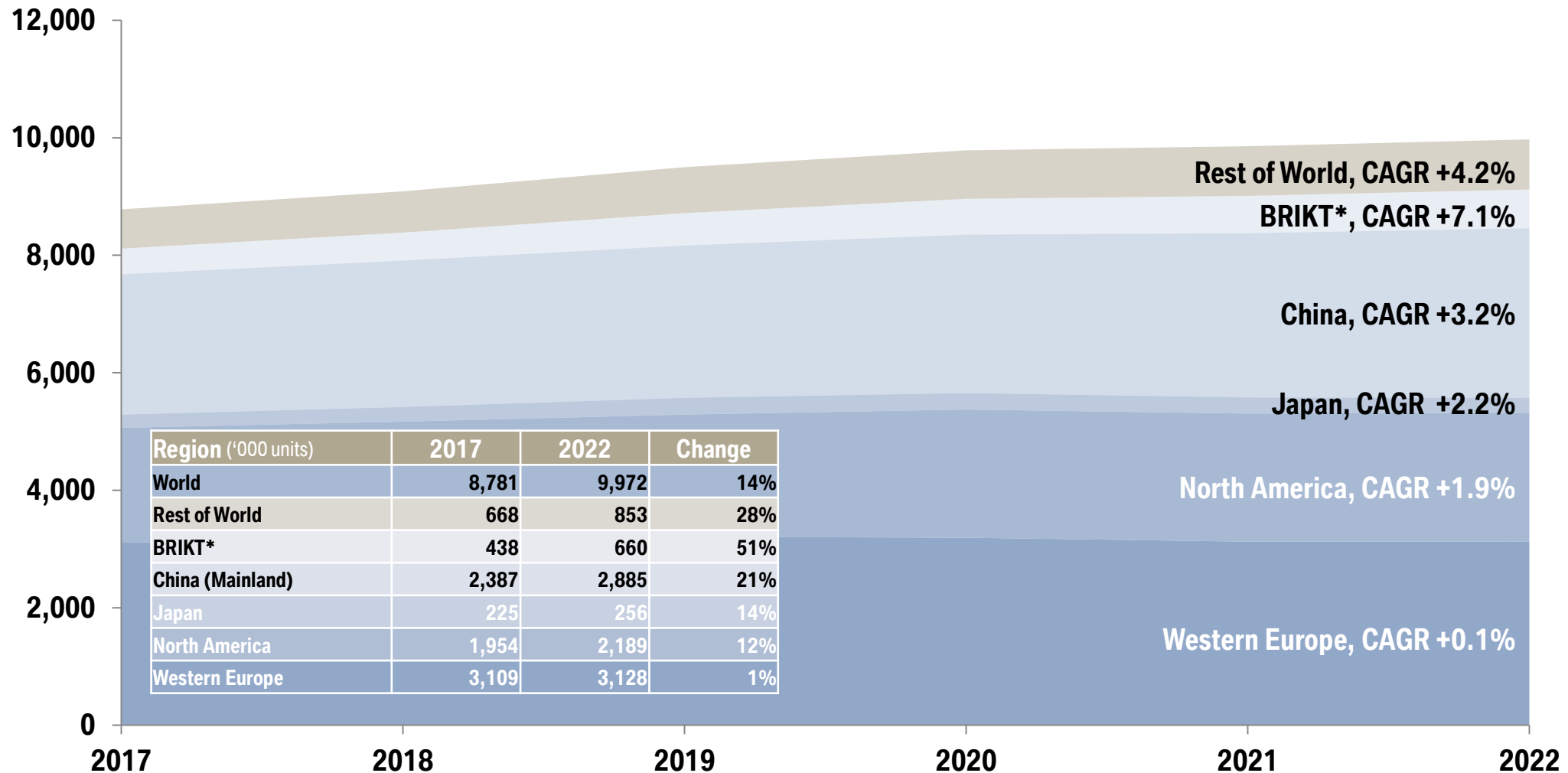
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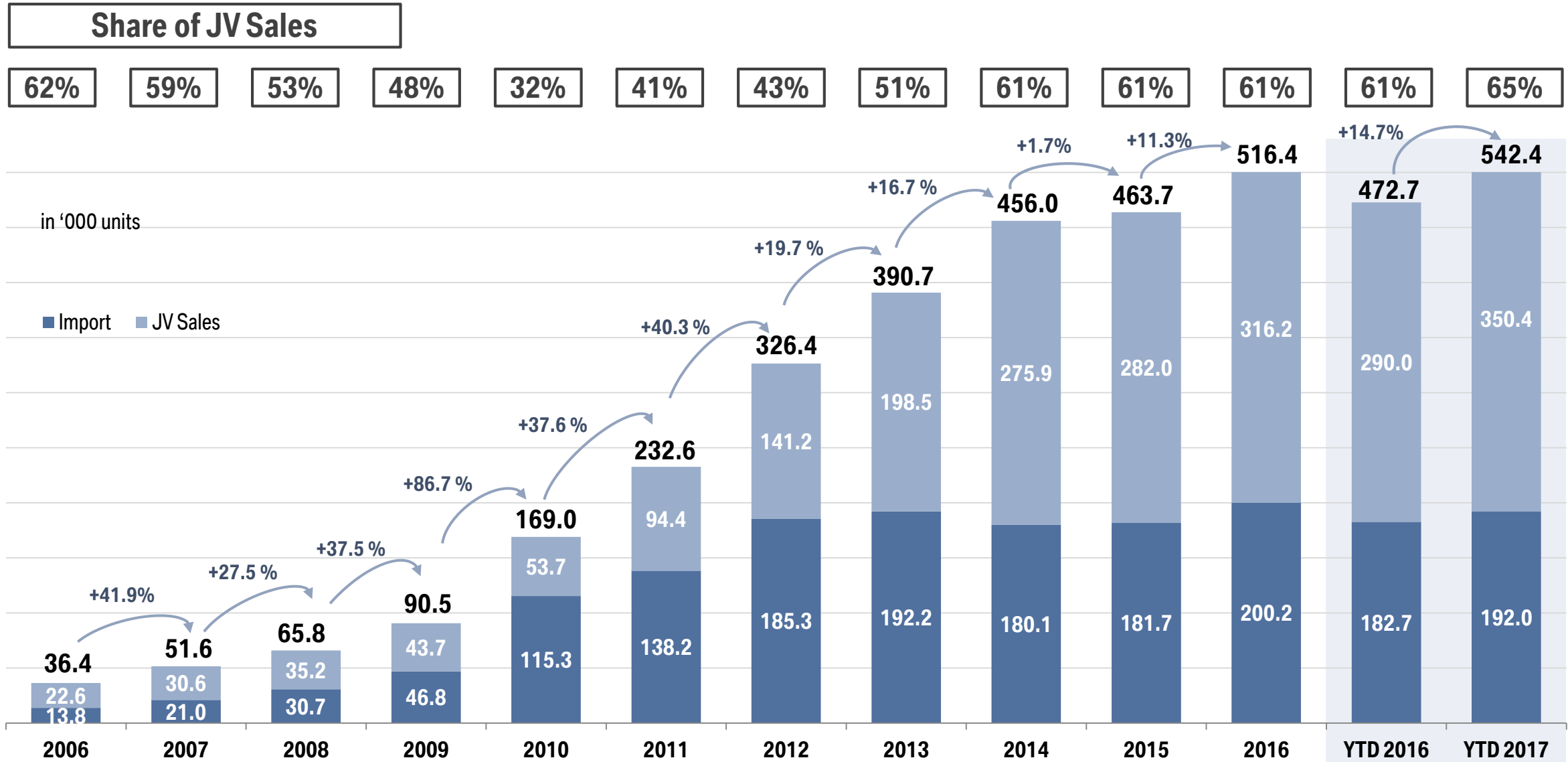
PREMIUM SEGMENT SHARE OF TOTAL MARKET 2016.



GLOBAL ANNUAL PREMIUM SEGMENT SALES ARE EXPECTED TO GROW AT A CAGR OF 2.1% TO 9.97 MN UNITS BY 2022.



BMW AND MINI RETAIL DEVELOPMENT IN MAINLAND CHINA YTD NOV. 2017.



ROBUST GROWTH IN CHINA DESPITE MARKET NORMALIZATION. GROWTH OF DEALER NETWORK AND FURTHER LOCALIZATION.

BMW and MINI outlets in China (as of 30 September 2017)

Outlet	BMW	MINI
North	103	31
East	113	26
Southeast	94	19
West	134	30
South	137	28
Total	581	134

5 MODELS IN LOCAL PRODUCTION & MORE TO COME

3 SERIES



5 SERIES



X1 (SINCE 2012)



2 SERIES ACTIVE TOURER (SINCE 2016)



1 SERIES SEDAN (SINCE 2017)



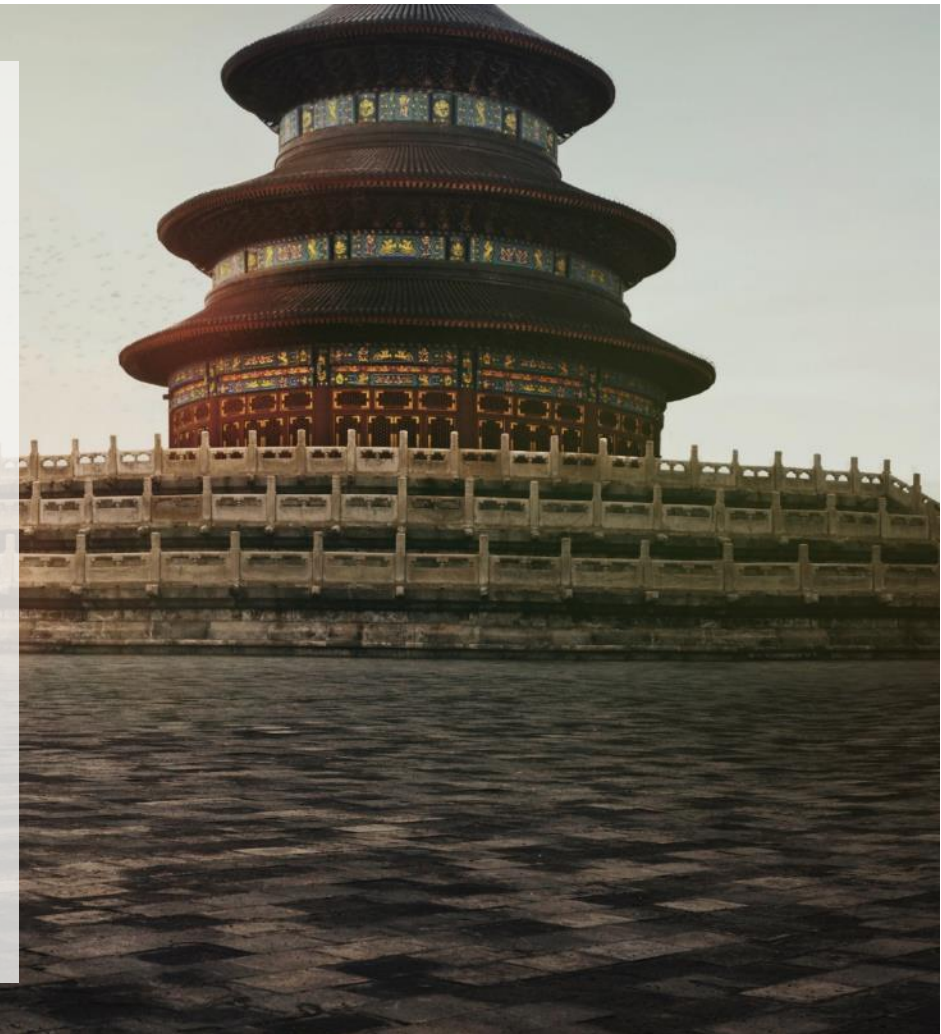
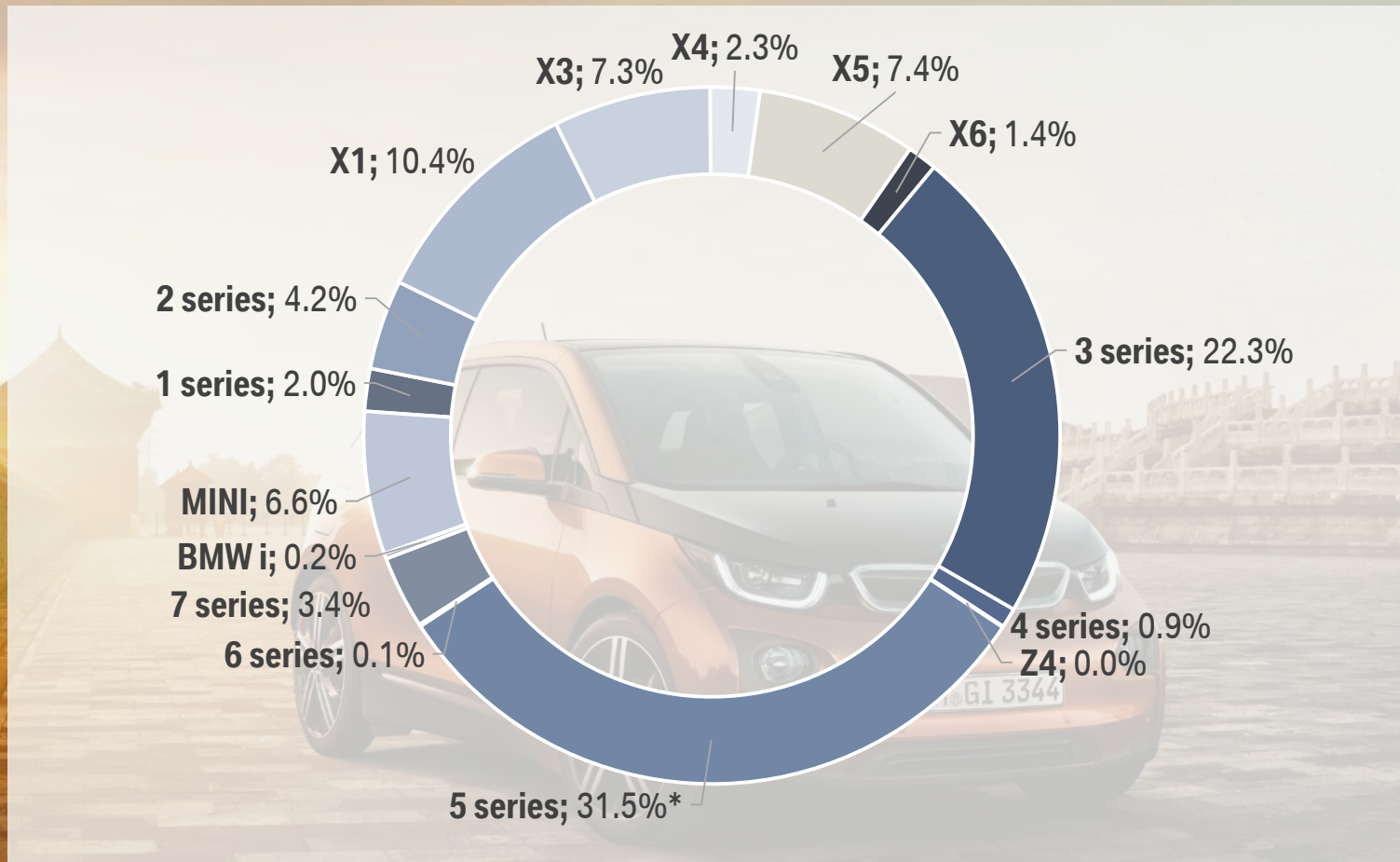
CHINA SPECIFIC X3 (2018)



BMW 1 SERIES SEDAN: SPORTY, HIGHLY EMOTIONAL MODEL EXCLUSIVELY FOR THE CHINESE MARKET.

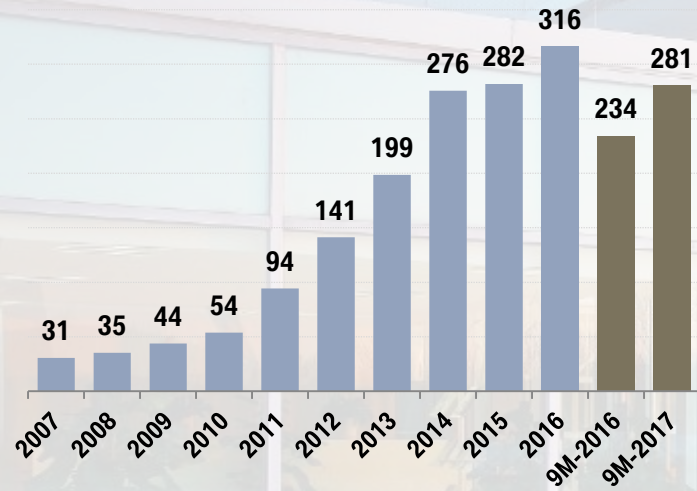


BMW AND MINI RETAIL MIX IN MAINLAND CHINA FY-2016.

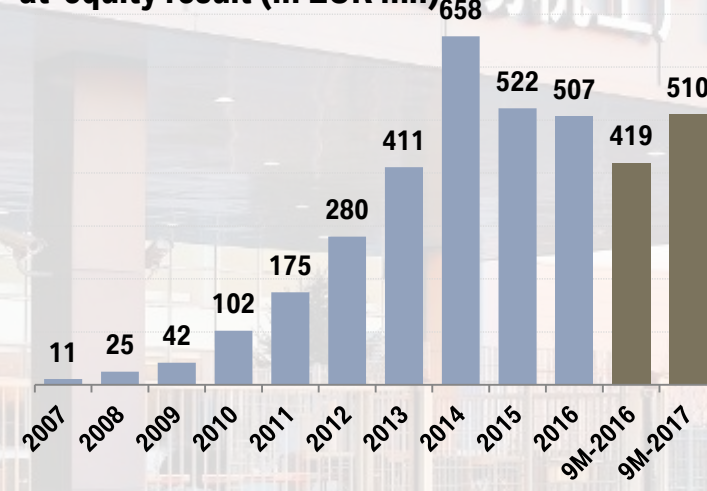


BMW BRILLIANCE AUTOMOTIVE – A SUCCESS STORY WITH GROWING REVENUE AND EARNINGS CONTRIBUTION.

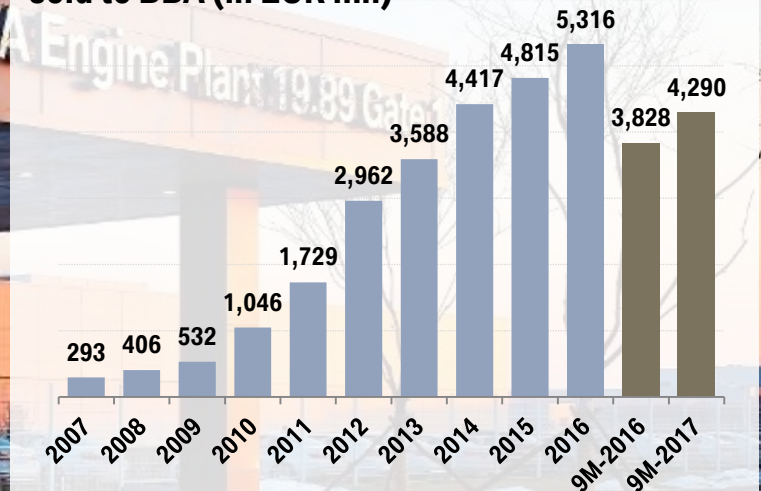
BBA retail sales in 1,000 units



BBA's contribution to BMW Group's at-equity result (in EUR mn)



BMW Group revenues from goods and services sold to BBA (in EUR mn)



CONTENT.

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VISION 2020: THE BMW GROUP IS THE MOST SUCCESSFUL AND SUSTAINABLE PREMIUM PROVIDER OF INDIVIDUAL MOBILITY.

“ **The new era of mobility will be characterized by sustainability, connectivity and automated driving.** ”

HARALD KRÜGER, CEO BMW GROUP



SUSTAINABILITY IS FULLY INTEGRATED IN THE BMW GROUP AND LEADS TO TOP RATINGS.

1973

First environmental manager in the automotive industry.

2000

Executive Board resolution “Sustainability is a guiding principle of the BMW Group’s corporate strategy.”

2009

Establishment of Sustainability Circle and Board.
Corporate sustainability is declared as corporate target.

TOP RATINGS

- **Dow Jones Sustainability Indices:** BMW Group has been a Sustainability Leader in the Automotive Industry for over 15 years.
- **Carbon Disclosure Project:** Industry leader 2011, 2012, 2013, 2014, 2015, 2016.
- **FTSE4Good:** Listed in the FTSE4Good Index.
- **Oekom:** Corporate Responsibility Rating oekom, Status: Prime.
- **Sustainalytics:** Ranked No. 1 in the “DAX 30 Sustainalytics” (no update since 2011).



FTSE4Good



SUSTAINABILITY IS INTEGRATED THROUGHOUT THE ENTIRE VALUE CHAIN.

Research & Development



25%
reduction of CO₂
emissions of new
7series over entire life
cycle

Supply Chain



69%
of production-
relevant purchasing
volume in CDP
Supply Chain
Program

5,616
supplier locations
assessed on an
industry-specific
sustainability
questionnaire

Production



155 mn. €
savings based on resource
efficiency since 2006

63%
share of renewable energy
purchased from third
parties

Logistics & Transportation



60%
of new vehicles leaving
plants via railway

e-lorries
deployment of first
all-electric lorries in
the transport of goods
near the plants

Sales & Utilization



41%
(124 g/km) reduction
of CO₂-emissions in
European new car fleet
since 1995

853,000
DriveNow and
ReachNow customers
worldwide

Disposal & Recycling

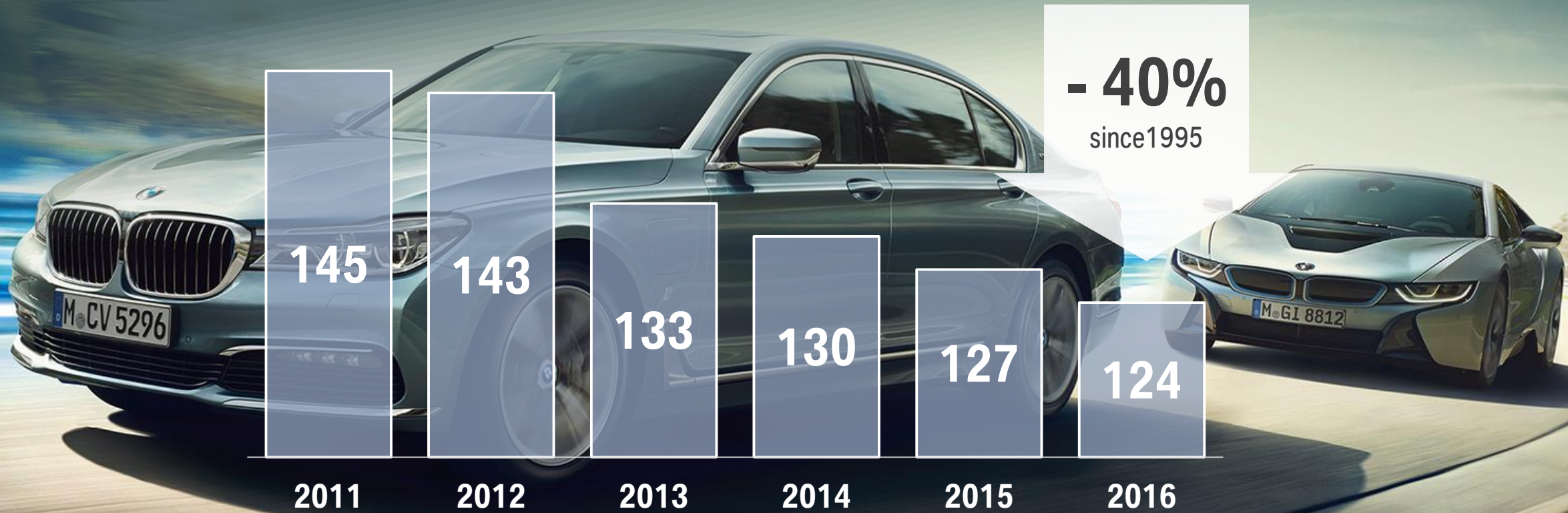


95%
of end-of-life vehicle
recycled / disposed



CONSISTENT REDUCTION OF OUR CO₂ FLEET EMISSIONS TO MEET STRICT REGULATIONS.

Fleet emissions EU-28 in g CO₂/km



BMW GROUP EMPLOYER ATTRACTIVENESS: TOP AUTOMOTIVE MANUFACTURER WORLDWIDE.

Most respected global study:
students surveyed in 2016



Engineers / IT worldwide

Top automotive manufacturer

Only automobile manufacturer in top 10

4th place overall



Engineers / IT Europe

Top automotive manufacturer

4th place overall



CONTENT.

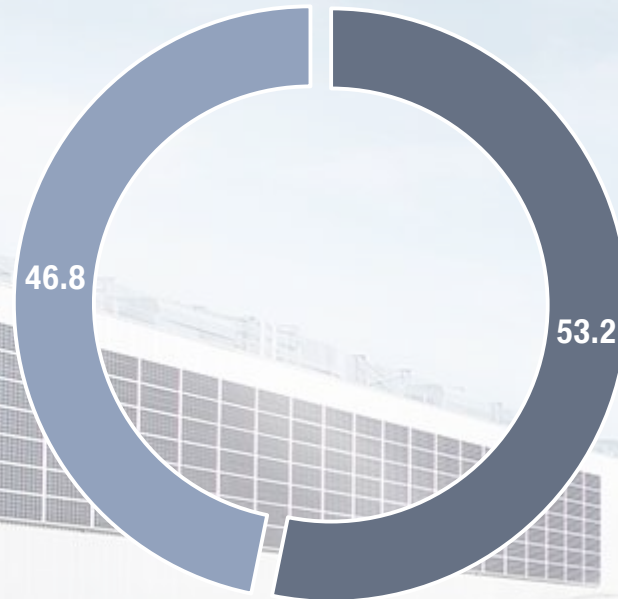
1	STRATEGY NUMBER ONE NEXT	8	FINANCIAL SERVICES
2	E-MOBILITY	9	MARKETS
3	AUTONOMOUS DRIVING	10	SUSTAINABILITY
4	MOBILITY SERVICES	11	BMW SHARES
5	GROUP FINANCIALS	12	DEBT & RATINGS
6	AUTOMOTIVE	13	CONTACT & CALENDAR
7	MOTORCYCLES		

BMW AG SHAREHOLDER STRUCTURE SUPPORTIVE FOR LONG-TERM ORIENTATION OF THE COMPANY.

Ownership of BMW AG's ordinary shares (in %)

■ Free Float

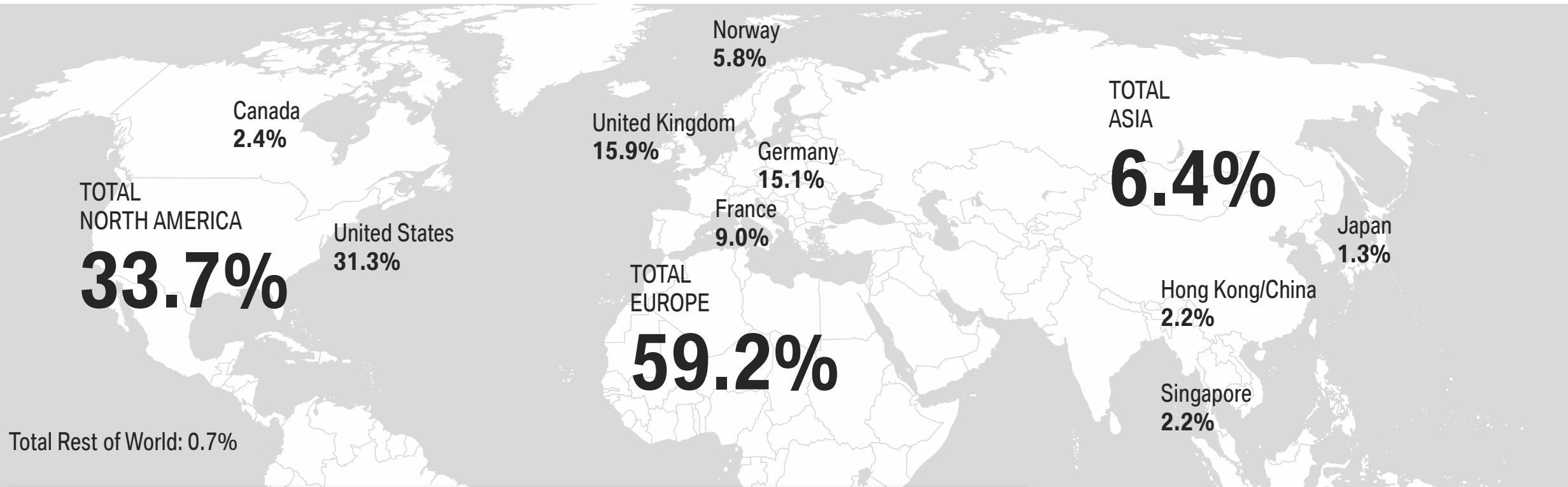
■ Strategic shareholders*



* Strategic shareholders as of 31 Dezember 2016: AQTON SE, Bad Homburg v.d. Höhe (17.4%) held by Stefan Quandt, Johanna Quandt GmbH & Co. KG für Automobilwerte, Bad Homburg v.d. Höhe (16.4%), Susanne Klatten Beteiligungs GmbH, Bad Homburg v.d. Höhe (12.6%), Susanne Klatten (0.2%), Stefan Quandt (0.2%)



DIVERSIFIED SHAREHOLDER STRUCTURE: GEOGRAPHICAL DISTRIBUTION OF INSTITUTIONAL EQUITY INVESTORS.



- The TOP 30 aggregated institutional shareholders represent 185m BMW shares.
- This is a share of 28.2% out of 656m outstanding shares.
- Majority of investors is long-term oriented.



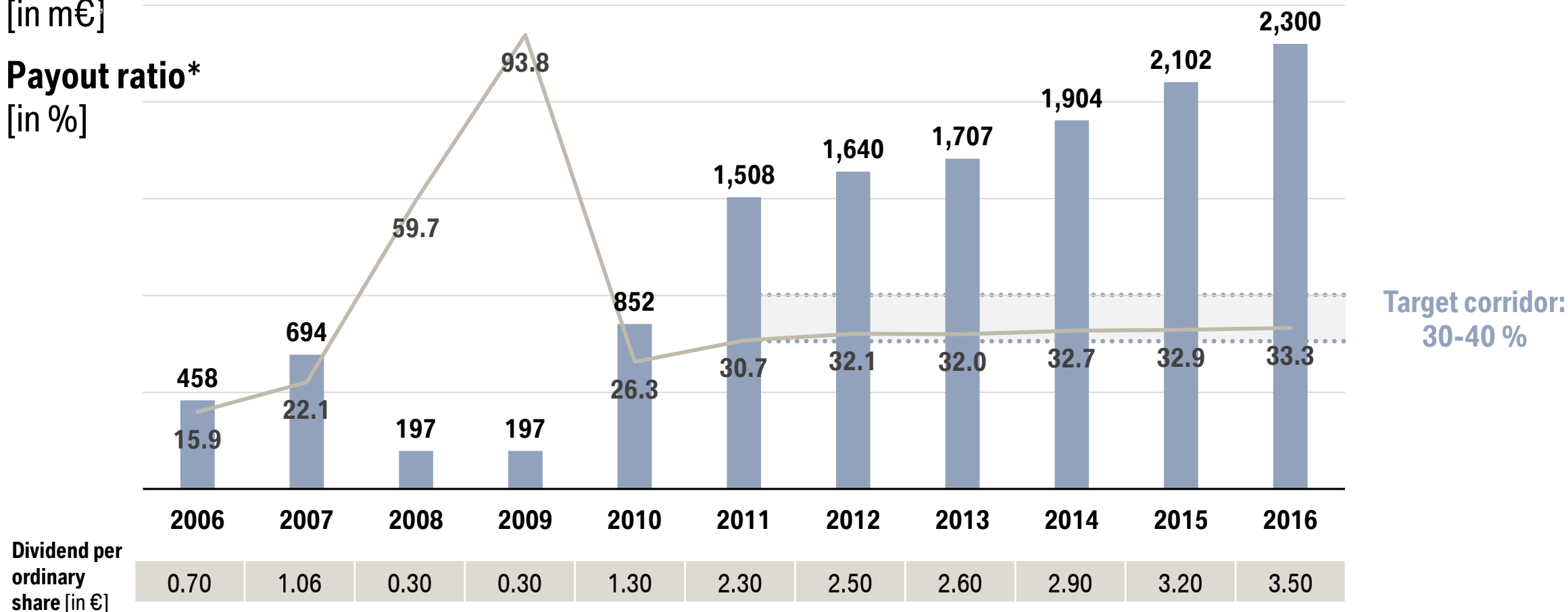
DIVIDEND DEVELOPMENT & PAYOUT RATIO. STRATEGIC TARGET PAYOUT RATIO: 30-40%.

Total Dividend payout to BMW AG shareholders

[in m€]

Payout ratio*

[in %]



CONTENT.

1	STRATEGY NUMBER ONE NEXT	8	FINANCIAL SERVICES
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BMW GROUP'S FINANCE STRATEGY COVERS THE ENTIRE AUTOMOTIVE VALUE CHAIN.

BMW GROUP CORPORATE FINANCE STRATEGY REFLECTS THE INDUSTRIAL NATURE OF THE BUSINESS AND IS FOCUSED ON THE ENTIRE AUTOMOTIVE VALUE CHAIN.

Automotive value chain



Research & Development



Production



Sales & Marketing



Financial Services



BROAD INVESTOR BASE.

Canada
CAD ABS
CAD Bonds
Project Financing
EDC

USA
USD Commercial Paper
USD Bonds (144A)
USD US PP
USD ABS
BCD/ICD

Mexico
Project Financing
Plant funding

Brazil
BRL ABS
Project Financing
Plant funding

Europe
EUR Commercial Paper
French Commercial Paper
EMTN Private Placements
EUR Bonds
GBP Bonds
CHF Bonds
ECB
Deposits
EUR ABS
GBP ABS
CHF ABS

Project Financing
EIB Plant funding
KFW Tools

India
INR Bonds
INR Promissory Notes

South Africa
ZAR ABS
ZAR Bonds

China
RMB ABS
China Financial Bonds
Project Financing
JV Brilliance

Australia
AUD (AMTN)
Bonds
AUD ABS

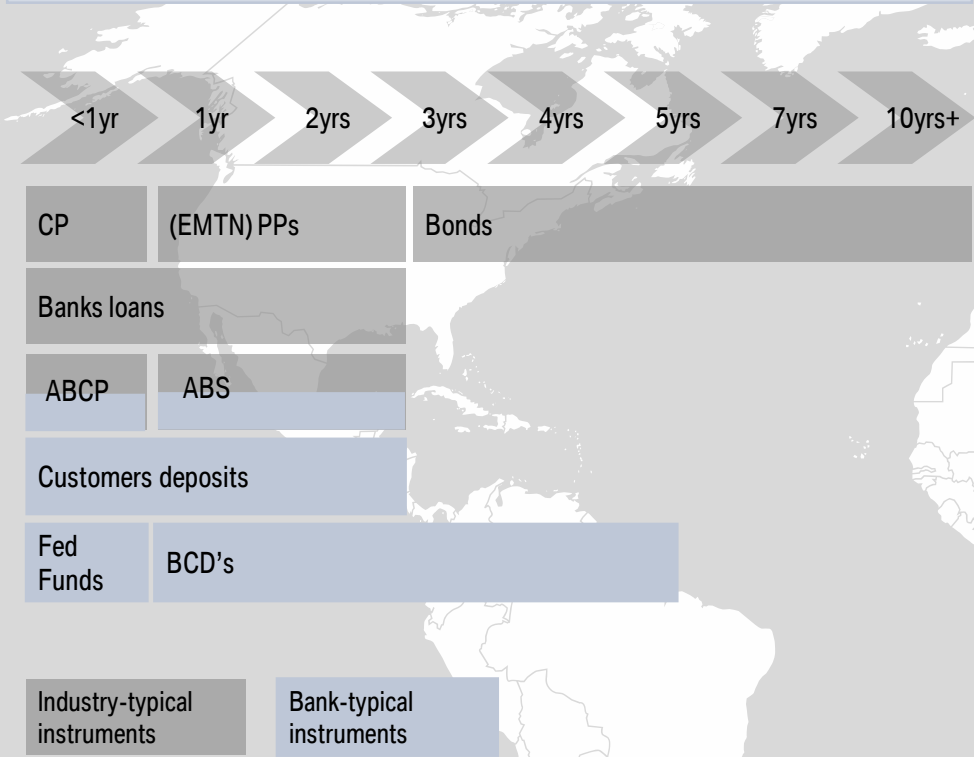
South Korea
KRW Bonds
USD/KRW ABS

Japan
JPY SSD
JPY ABS

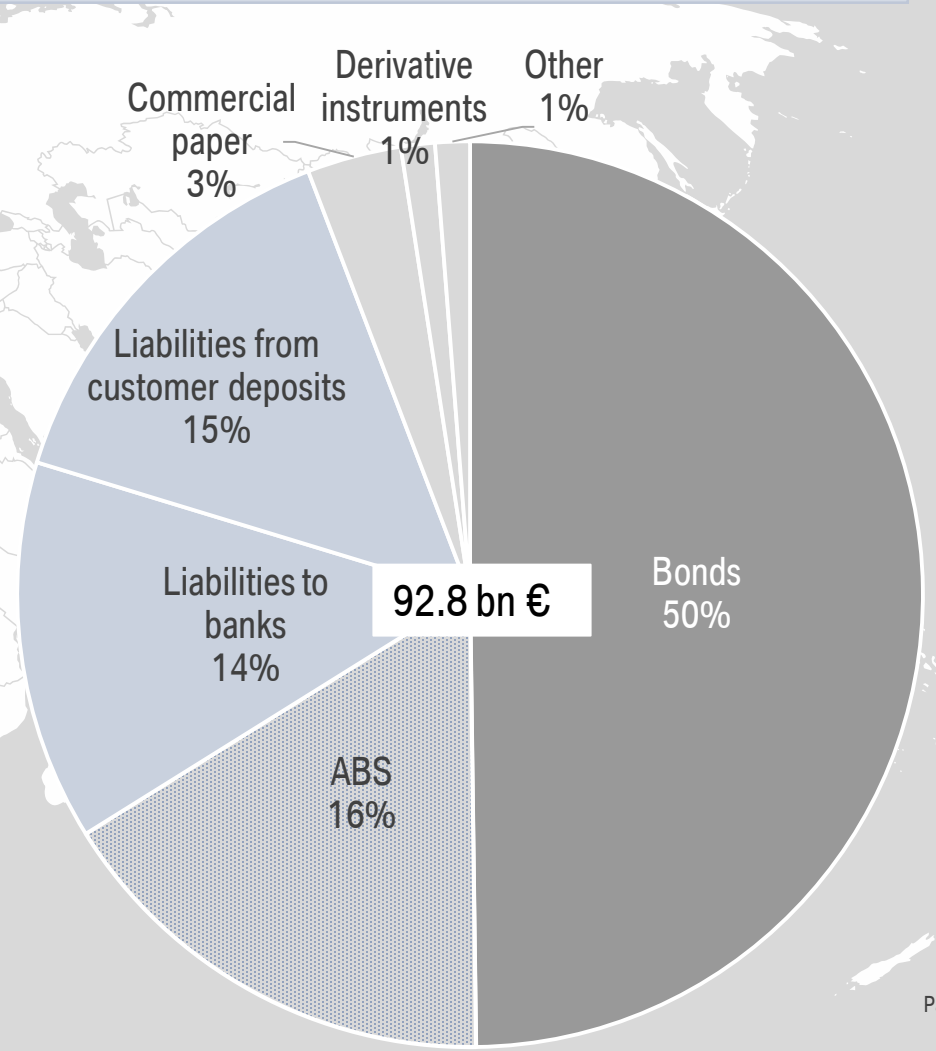


DIVERSIFIED FUNDING MIX WITH A COMBINATION OF INDUSTRY AND BANK TYPICAL FINANCING INSTRUMENTS.

Funding Instruments

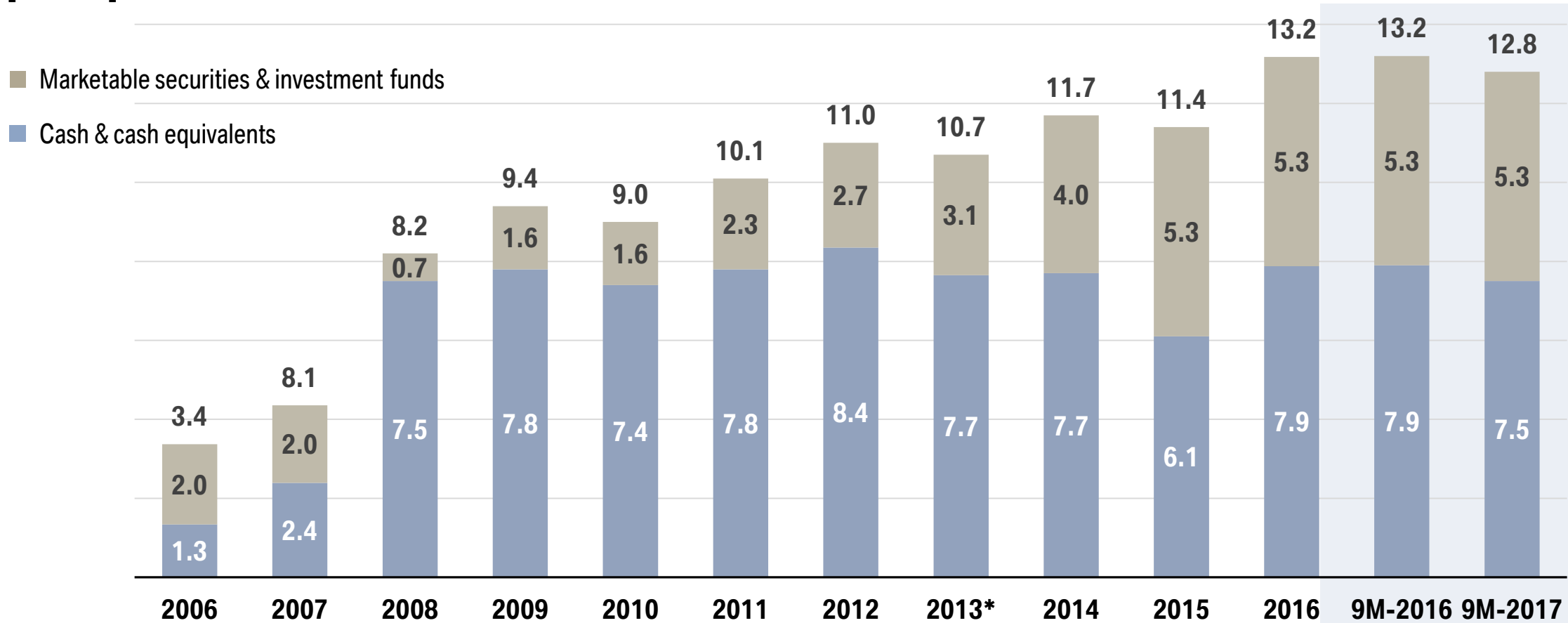


Financial Debt as of 30.09.2017



BMW GROUP CONTINUES TO MAINTAIN A SOLID LIQUIDITY POSITION.

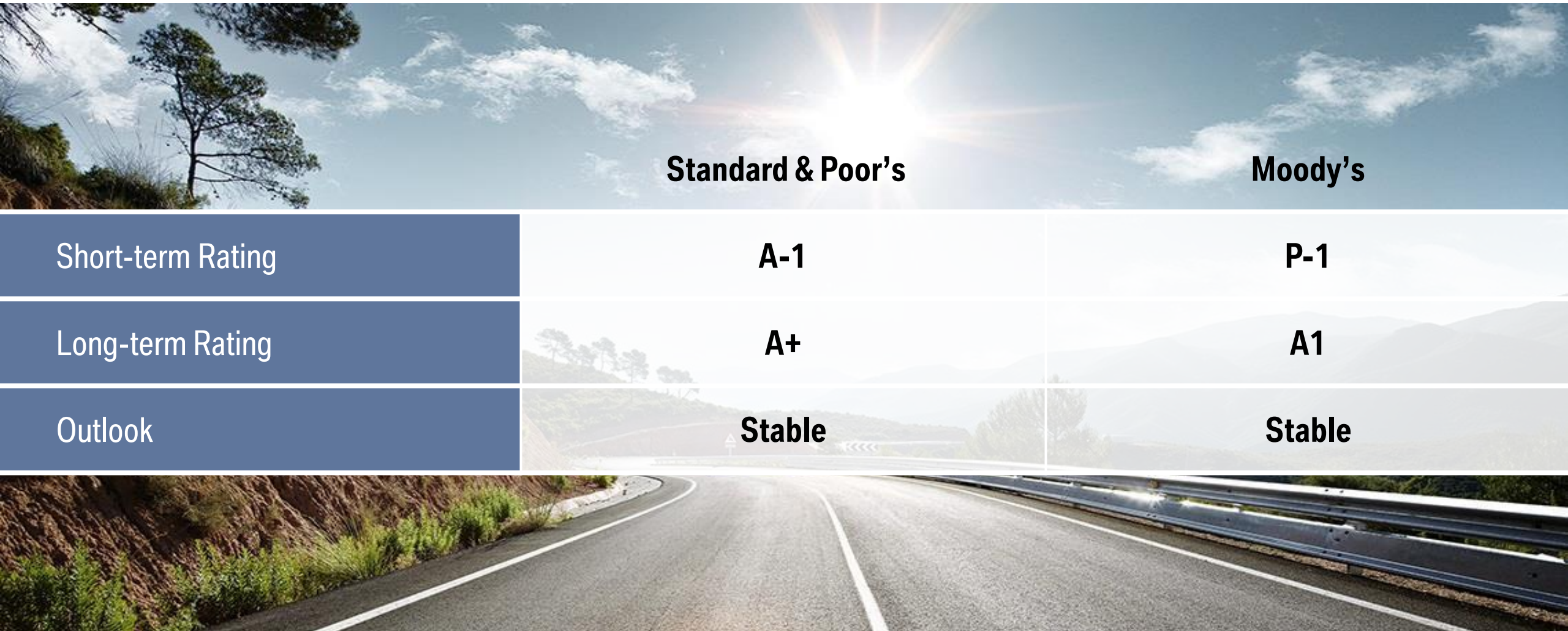
Group Liquidity [in bn€]



DEVELOPMENT OF 5-YEAR CDS.



BMW GROUP WITH BEST RATING AMONG EUROPEAN AUTOMOTIVE MANUFACTURERS.



	Standard & Poor's	Moody's
Short-term Rating	A-1	P-1
Long-term Rating	A+	A1
Outlook	Stable	Stable



CONTENT.

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7	MOTORCYCLES		

BMW GROUP INVESTOR RELATIONS. CONTACTS.



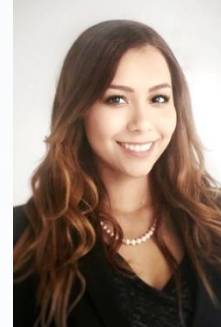
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BMW GROUP INVESTOR RELATIONS. ON THE ROAD Q1-2018.

08./09.01.2018	Commerzbank German Investment Seminar 2018	New York City
16./17.01.2018	German Corporate Conference (KeplerCheuvreux)	Frankfurt
05.02.2018	HSBC SRI Conference	Frankfurt



<http://www.bmwgroup.com/ir>



BMW GROUP INVESTOR RELATIONS. FINANCIAL CALENDAR 2018.

21.03.2018	Annual Accounts Press Conference
22.03.2018	Analyst and Investor Conference
04.05.2018	Quarterly Report to 31 March 2018
17.05.2018	Annual General Meeting 2018
02.08.2018	Quarterly Report to 30 June 2018
07.11.2018	Quarterly Report to 30 September 2018



<http://www.bmwgroup.com/ir>



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.

