BMW GROUP IN FIGURES

KEY NON-FINANCIAL PERFORMANCE INDICATORS

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	2016	2017	2018	2019	2020	Change in %
GROUP						
Workforce at year-end[1]	124,729	129,932	134,682	126,016	120,726	−4.2
Share of women in management positions in the BMW Group[2]	15.3	16.0	17.2	17.2	17.8	3.5
AUTOMOTIVE SEGMENT						
Deliveries[3,4]	2,349,962	2,465,021	2,486,149	2,537,504	2,325,179	−8.4
Share of electrified vehicles in deliveries	2.6	4.2	5.7	5.8	8.3	43.1
CO_2 emissions EU New Vehicle Fleet (in g CO_2/km)[5]	124	128	128	127	99[7]	−22.0
CO_2 emissions per vehicle produced (in tons)[6]	0.54	0.41	0.40	0.30	0.23	−23.3
MOTORCYCLES SEGMENT						
Deliveries	145,032	164,153	165,566	175,162	169,272	−3.4

[1] Since the reporting year 2020, a new definition for workforce size has been applied (see ↗ Glossary). To enable better comparability, the value for 2019 was adjusted accordingly (2019 before adjustment: 133,778 employees).
For the timeframe including and prior to 2018, the share of the employees that are no longer reflected in reporting is about 7.5-8 %.

[2] The new definition of the term "employee" (see footnote 1) also has an impact on the proportion of women in management positions. For comparative purposes, the 2019 figure has been adjusted accordingly (2019 before adjustment: 17.5 %).

[3] Including the joint venture BMW Brilliance Automotive Ltd., Shenyang (2016: 311,473 units, 2017: 385,705 units, 2018: 455,581 units, 2019: 538,612 units, 2020: 602,247 units).

[4] Retail vehicle delivery data presented for 2020 is not directly comparable to such data presented for previous years. For further information on retail vehicle delivery data, please see ↗ Comparison of Forecast with Actual Outcomes.

[5] EU including Norway and Iceland; since 2018 value according to WLTP (Worldwide Harmonised Light Vehicles Test Procedure), retroactively calulated as NEDC (New European Driving Cycle).

[6] Efficiency indicator calculated on the basis of Scope 1 and Scope 2 emissions (i.e. a market-based method according to GHG Protocol Scope 2 Guidance that excludes climate-impacting gases other than carbon dioxide) from vehicle production (excluding motorcycles), adjusted for CHP losses, divided by the total number of vehicles produced, including the joint venture BMW Brilliance Automotive Ltd., Shenyang, but excluding contract manufacturing by Magna Steyr and Nedcar.

[7] Figure (internal calculation) takes into account flexibilities as defined in regulatory requirements: phase-in with 5 g/km, supercredits BEV/PHEV with 7.5 g/km and eco-innovations with 2.4 g/km.

FURTHER NON-FINANCIAL PERFORMANCE FIGURES

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	2016	2017	2018	2019	2020	Change in %
GROUP						
Spending on employee training and development (in million €)[1]	352	349	373	370	279	− 24.6
AUTOMOTIVE SEGMENT						
Deliveries by brand[2]						
BMW[3]	1,986,167	2,089,854	2,117,854	2,184,939	2,028,841	− 7.1
MINI	359,758	371,729	364,101	347,465	292,582	− 15.8
Rolls-Royce	4,037	3,438	4,194	5,100	3,756	− 26.4
Total[3]	**2,349,962**	**2,465,021**	**2,486,149**	**2,537,504**	**2,325,179**	**− 8.4**
Production by brand						
BMW[4]	2,002,997	2,123,947	2,168,496	2,205,841	1,980,740	− 10.2
MINI	352,580	378,486	368,685	352,729	271,121	− 23.1
Rolls-Royce	4,179	3,308	4,353	5,455	3,776	− 30.8
Total[4]	**2,359,756**	**2,505,741**	**2,541,534**	**2,564,025**	**2,255,637**	**− 12.0**
Energy consumption per vehicle produced (in MWh)[5]	2.21	2.17	2.12	2.04	**2.12**	3.9
MOTORCYCLES SEGMENT						
Production volume						
BMW	145,555	185,682	162,687	187,116	168,104	− 10.2
FINANCIAL SERVICES SEGMENT						
New contracts with retail customer	1,811,157	1,828,604	1,908,640	2,003,782	1,845,271	− 7.9

[1] Training for BMW Group employees and temporary staff at consolidated companies worldwide. Data collated on basis of direct inputs of participants and, to a smaller extent, by extrapolation. Data also includes e-learning formats.

[2] Retail vehicle delivery data presented for 2020 is not directly comparable to such data presented for previous years. For further information on retail vehicle delivery data, please see ↗ Comparison of Forecast with Actual Outcomes.

[3] Including the joint venture BMW Brilliance Automotive Ltd., Shenyang (2016: 311,473 units, 2017: 385,705 units, 2018: 455,581 units, 2019: 538,612 units, 2020: 602,247 units).

[4] Production figures including the Joint Venture BMW Brilliance Automotive Ltd., Shenyang (2016: 305,726 units, 2017: 396,749 units, 2018: 491,872 units, 2019: 536,509 units, 2020: 602,935 units).

[5] Efficiency ratio calculated on basis of electricity, heat, natural gas and heating oil consumption of vehicle production (excluding motorcycles), adjusted for CHP losses, divided by total number of vehicles produced, excluding contract manufacturing by Magna Steyr and Nedcar,
     plus energy consumption of engine plants and electric motors as well as battery production divided by engine production in Hams Hall, Steyr, Munich and BMW Brilliance Automotive Ltd. in Shenyang.

KEY FINANCIAL PERFORMANCE INDICATORS

	2016	2017	2018*	2019	2020	Change in %
GROUP						
Profit/loss before tax in € million	9,665	10,675	9,627	7,118	5,222	−26.6
AUTOMOTIVE SEGMENT						
EBIT margin in %	8.9	9.2	7.2	4.9	2.7	−44.9
RoCE in %	74.3	77.7	49.8	29.0	12.7	−56.2
MOTORCYCLES SEGMENT						
EBIT margin in %	9.0	9.1	8.1	8.2	4.5	−45.1
RoCE in %	33.0	34.0	28.4	29.4	15.0	−49.0
FINANCIAL SERVICES SEGMENT						
RoE in %	21.2	18.1	14.8	15.0	11.2	−25.3

* The 2018 figures were adjusted due to the change in accounting policy in conjunction with the adoption of IFRS 16 (see Annual Report 2019, Note 6 to the Group Financial Statements).

FURTHER FINANCIAL PERFORMANCE FIGURES

| in € million	2016	2017	2018	2019	2020	Change in %
Total capital expenditure[1]	5,823	7,112	8,013	7,784	6,222	− 20.1
Depreciation and amortisation	4,806	4,822	5,113	6,017	6,143	2.1
Free cash flow Automotive segment	5,792	4,459	2,713	2,567	3,395	32.3
Group revenues[2]	**94,163**	**98,282**	**96,855**	**104,210**	**98,990**	**− 5.0**
Automotive	86,424	85,742	85,846	91,682	80,853	− 11.8
Motorcycles	2,069	2,272	2,173	2,368	2,284	− 3.5
Financial Services[2]	25,681	27,567	27,705	29,598	30,044	1.5
Other Entities	6	7	6	5	3	− 40.0
Eliminations[2]	− 20,017	− 17,306	− 18,875	− 19,443	− 14,194	27.0
Group profit/loss before financial result (EBIT)[2]	**9,386**	**9,899**	**8,933**	**7,411**	**4,830**	**− 34.8**
Automotive	7,695	7,888	6,182	4,499	2,162	− 51.9
Motorcycles	187	207	175	194	103	− 46.9
Financial Services[2]	2,184	2,194	2,172	2,312	1,721	− 25.6
Other Entities	− 17	14	− 27	29	36	24.1
Eliminations[2]	− 663	− 404	431	377	808	–
Group profit/loss before tax (EBT)[2]	**9,665**	**10,675**	**9,627**	**7,118**	**5,222**	**− 26.6**
Automotive	7,916	8,717	6,977	4,467	2,722	− 39.1
Motorcycles	185	205	169	187	100	− 46.5
Financial Services[2]	2,166	2,207	2,143	2,272	1,725	− 24.1
Other Entities	170	80	− 45	− 96	− 235	–
Eliminations[2]	− 772	− 534	383	288	910	–
Group income taxes[2]	**− 2,755**	**− 2,000**	**− 2,530**	**− 2,140**	**− 1,365**	**36.2**
Profit / loss from continuing operations[2]	**6,910**	**8,675**	**7,097**	**4,978**	**3,857**	**− 22.5**
Profit / loss from discontinued operations	–	–	− 33	44	–	–
Group net profit/loss[2]	**6,910**	**8,675**	**7,064**	**5,022**	**3,857**	**− 23.2**
Earnings per share[2] in €	**10.45/10.47**	**13.07/13.09**	**10.60/10.62**	**7.47/7.49**	**5.73 / 5.75**	**− 23.3/− 23.2**
Pre-tax return on sales[2,3] in %	**10.3**	**10.9**	**9.9**	**6.8**	**5.3**	**− 22.1**

[1] Expenditure for capitalised development costs, other intangible assets and property, plant and equipment.
[2] The 2018 figures were adjusted due to the change in accounting policy in conjunction with the adoption of IFRS 16 (see Annual Report 2019, Note 6 to the Group Financial Statements).
[3] Group profit before tax as a percentage of Group revenues.

BMW GROUP DELIVERIES OF AUTOMOBILES [1, 2]

in 1,000 units

2016	2017	2018	2019	2020
2,350.0	2,465.0	2,486.1	2,537.5	2,325.2
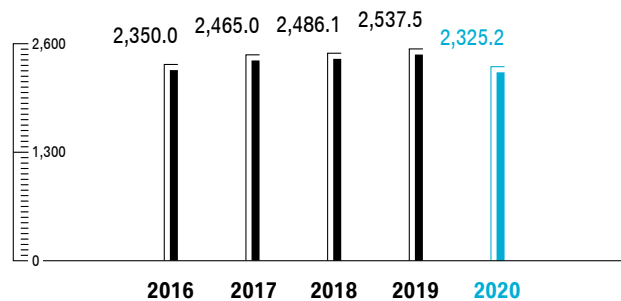
[1] Including the joint venture BMW Brilliance Automotive Ltd., Shenyang (2016: 311,473 units, 2017: 385,705 units, 2018: 455,581 units, 2019: 538,612 units, 2020: 602,247 units).

[2] Retail vehicle delivery data presented for 2020 is not directly comparable to such data presented for previous years. For further information on retail vehicle delivery data, please see ⤢ Comparison of Forecast with Actual Outcomes.

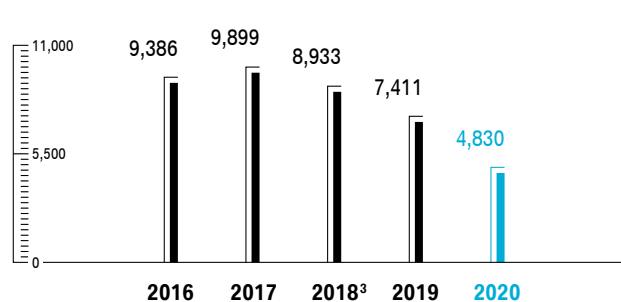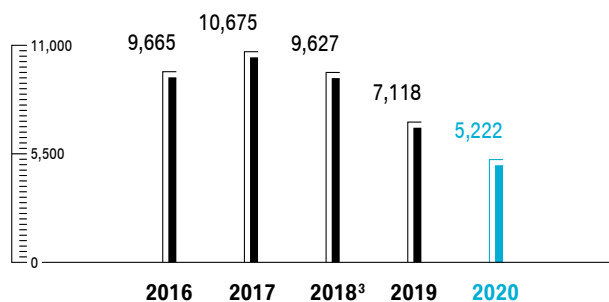## BMW GROUP REVENUES

in € billion

2016	2017	2018[3]	2019	2020
94.2	98.3	96.9	104.2	99.0
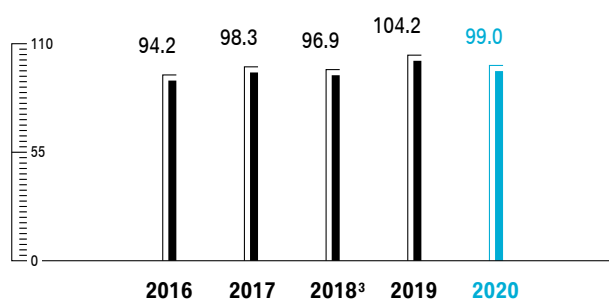
BMW GROUP PROFIT/LOSS BEFORE FINANCIAL RESULT (EBIT)

in € million

2016	2017	2018[3]	2019	2020
9,386	9,899	8,933	7,411	4,830

[3] The 2018 figures were adjusted due to the change in accounting policy in conjunction with the adoption of IFRS 16 (see Annual Report 2019, Note 6 to the Group Financial Statements).

BMW GROUP PROFIT/LOSS BEFORE TAX

in € million

2016	2017	2018[3]	2019	2020
9,665	10,675	9,627	7,118	5,222