

Media Information  
14 March 2025

- Check against delivery –

**Statement****Oliver Zipse****Chairman of the Board of Management of BMW AG****Annual Conference 2025****BMW Welt in Munich, 14 March 2025, 08:00 a.m. CET****Part I:**

Good Morning, Ladies and Gentlemen.

Welcome to our annual conference.

2025 will be a milestone year for the BMW Group in many respects – as we set the course today for our success in the decade to come.

Despite volatile global conditions, we remain firmly committed to growth in the current financial year. At the same time, we are bringing our largest future-focused project, the NEUE KLASSE, to the roads.

We have a clear plan: We remain sharply focused on innovation and sustainable growth. In 2025, we expect sales figures to rise once again. At the same time capital expenditure will decrease, as planned. This will enable us to increase our free cash flow.

There are four reasons for our confidence:

**First:**

Our strategy is robust and gives us a clear path forward. We are setting the pace in key areas. Our technology open approach remains successful and is gaining more traction. Policymakers and competitors are pivoting in our direction – which we continue to pursue systematically.

**Second:**

The BMW Group is one of our industry's few true global players. Our extensive global footprint creates opportunities. It makes us resilient. And it provides the

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flexibility we need to respond effectively to external influences.

## Third:

With BMW, MINI, Rolls-Royce and BMW Motorrad, we have four strong brands. All of them are incredibly popular around the globe. Each has its own distinct identity and delivers emotionally compelling products for different target groups.

## And fourth:

Our NEUE KLASSE: No other manufacturer has a project as ambitious and groundbreaking as ours about to enter production. I will come to this in the second part of my presentation.

Let's start with the first topic: our strategic direction.

Our technology-open approach is market-oriented. It allows us to fully leverage the available potential across all markets and regions.

We make no distinctions – whether we are talking about combustion engines, plug-in hybrids, all-electric vehicles or, from 2028, a hydrogen-powered car. We consistently implement design principles, innovation and the latest technologies in all our vehicles.

No one masters this technological diversity better than we do. Numerous national and international accolades confirm this.

Our approach is also gaining increasing recognition in political circles. Even our competitors are pivoting towards our strategy. We have proven that technological openness, growth and CO<sub>2</sub> reduction are very much compatible.

Let's take a look at 2024:

We met our adjusted targets for the year. We delivered more than 2.45 million vehicles and achieved an EBIT margin of 6.3 percent in the Automotive Segment.

Our vehicles with highly efficient combustion engines remain in strong demand worldwide. At the same time, battery-electric vehicles continue to be our main

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growth driver.

Several other manufacturers – including some that only produce electric cars – saw a decline in sales. But we achieved growth with our all-electric vehicles. Even in challenging market conditions. In 2024, BEV sales once again climbed significantly year-on-year – increasing by more than 13 percent.

Fully-electric vehicles accounted for over 17 percent of total sales last year. Including plug-in hybrids, nearly one in four vehicles sold was electrified.

We are targeting further growth in e-mobility in 2025. We will hit two major milestones this year: We will reach the total of more than three million electrified vehicles and over 1.5 million BEVs sold since the launch of the BMW i3 and BMW i8.

Our customers can choose between over 15 BEVs across all our brands. One example is the new edition of the BMW iX\*: The recently presented model update boasts an impressive electric range of over 700 kilometres in the WLTP cycle – with significantly more drive power.

That is BMW EfficientDynamics.

Our combination of electrified vehicles and highly efficient combustion engines also has a positive impact on our climate footprint. In 2024, the BMW Group once again outperformed its European CO2 fleet target – by more than 30 grammes. Based on our internal calculations, our fleet emissions fell below 100 grammes per kilometre in the WLTP cycle for the first time.

We will continue to ensure that our customers always have access to the latest technology – across all drivetrains. The key to achieving this lies in our production network's high level of flexibility.

That brings me to my second point:  
our global footprint.

The BMW Group is a true global player. Very few automotive manufacturers have

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such a comprehensive presence across all relevant economic regions as we do. Be it in sales, research and development, production or our supplier network. This combination gives us a strategic advantage that sets us apart from the competition in an increasingly fragmented world.

We remain committed to expanding our local for local approach. We are constantly improving our access to different market regions and strengthening our resilience, especially along supply chains.

One example of this is our high-voltage battery assembly plants in the three major sales regions: Europe, the Americas and China. In total, five new assembly facilities for the next generation of high-voltage batteries are being built near our production sites worldwide – complete with a local supplier network. In this way, we are already creating the necessary conditions today for successful growth in the future.

We are gradually adapting our production network to rising sales of electric vehicles. Late this year, our new plant in Debrecen, Hungary will become our first facility to exclusively produce all-electric vehicles. Our main plant in Munich will follow in 2027.

Our production follows the market and our product range aligns with demand. We build roughly the same number of vehicles in our three key market regions of Europe, the US and China as we sell there. This balanced distribution is another key differentiator for the BMW Group.

At the same time, Germany and the US serve as key export hubs for us. In 2024, we manufactured over one million vehicles at our plants in Germany. This represents about a quarter of the country's total car production. 56 percent of these vehicles are then exported outside the European Union.

An impressive proof of the BMW Group's significant contribution to industrial value creation in Germany.

In the US, one out of every two vehicles from our Plant in Spartanburg, South Carolina, is exported. Last year, we achieved an export value of over 10 billion US dollars. This once again makes the BMW Group the largest automotive exporter in the United States by value. We benefit from an integrated global economy. That is

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why we continue to advocate for open markets and free trade.

Third point: the performance of our brands.

The success of the BMW Group is built on the global appeal and resonance of our four brands. At the same time, we know how to fulfil the specific needs and preferences of our customers in different markets with our products.

Last year, our core BMW brand leveraged its strength to the full: In three out of four regions, BMW grew sales and gained market share. This has enabled BMW to maintain its number one position in the global premium segment.

BMW performed particularly well in Europe. Italy, Spain, France and the UK led the way, with all reporting double-digit growth rates.

With a six-percent increase, the brand significantly outperformed the overall European market, which only grew by just over one percent.

In the US market, we achieved record sales for the second consecutive year. Here, too, the strength of our market-driven approach to drivetrains is delivering results. Thanks to our steadily growing BEV portfolio, we sold more than 50,000 electric vehicles in the US for the first time. With this momentum, we are optimistic about the year ahead, as we celebrate "50 years of BMW North America".

In our markets outside the main sales regions, we also posted growth, in a declining environment overall. In this region, we lead the premium segment in total for the first time ever. The main growth drivers here included the South Korean, Australian and Indian markets.

China remains a key market for the BMW Group. In 2024, we sold more than a quarter of all our vehicles there. The market is highly dynamic and characterised by increased competitive pressure. In this environment, BMW maintained nonetheless its position as the number one in its segment with a market share of three per cent. This put us within our target range.

In 2024, we delivered over 100,000 BEVs to customers in China for the first time.

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This makes China our biggest single market for electric vehicles – even though our sales performance there was dampened last year by persistently low consumer sentiment.

The high-margin vehicles built by BMW M once again played an important role in our market success in 2024. For the 13th consecutive year, M sales increased. Nearly one in ten BMWs sold carried the letter M. Demand for the sportiest BMW models has continued to grow, especially in China.

2025 is the first year with the complete New MINI Family available. And we will exploit this potential.

There are a total of five unique models to choose from – three of them BEVs. The fully-electric MINI models – with the MINI Cooper Electric\* leading the way – are being particularly well received. With an increase of 24 percent year-on-year, sales of MINI BEVs also saw highly dynamic growth last year. Nearly one in four MINIs is now powered by an electric heart.

In the ultra-luxury segment, Rolls-Royce continues to set the benchmark. At more than 5,700 units, Rolls-Royce sales remain high.

Most notably, the all-electric Spectre exceeded expectations in its first full year of sales. Every third Rolls-Royce sold is now fully-electric.

BMW Motorrad also impressed in 2024, achieving a new all-time sales high of over 210,000 units. BMW Motorrad remains the undisputed number one in the global premium motorcycle segment.

Ladies and Gentlemen,

All of this shows that the BMW Group is well positioned across all brands, drive technologies and segments to continue on its growth path. With our global approach, we have the right answers to challenges worldwide. This has often enabled us to offset fluctuations in demand in individual markets.

Now, it is time for Walter Mertl to present the Group Financial Statements for 2024

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and look ahead to our goals for 2025.

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## **Part II:**

Ladies and Gentlemen,

Growth and innovation – these are two of the main topics we will be focusing on this year. At the same time, we stand on the threshold of a new era.

Late this year, we will launch our NEUE KLASSE: a project that is unprecedented in both form and significance in the history of the BMW Group.

With the NEUE KLASSE, we will be turning the mobility of the future into reality. Driving dynamics, drivetrain, battery technology, operating concept, digitalisation: We have refined each of these aspects and, in the case of design, even skipped a generation.

In this way, we are redefining not only the BMW brand, but also the future of individual mobility.

Standing here next to me is the BMW Vision Neue Klasse X: the series version of this vehicle will kick off the NEUE KLASSE. Production will ramp up at our new plant in Debrecen late this year.

After that, the rollout will continue in rapid succession, including a sporty sedan at the core of the BMW brand in 2026.

We are deliberately starting out in high-volume segments: We want our innovations to have a broad impact, not just in niche segments.

Between now and 2027, we will release more than 40 new or updated BMW models onto the market – from electric to plug-in hybrid to vehicles with combustion engines. Each will have the DNA of the NEUE KLASSE.

The NEUE KLASSE is BMW and BMW is the NEUE KLASSE.

The NEUE KLASSE is more than just a single vehicle. It marks the beginning of a completely new generation and introduces our technology boosters for the entire



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brand. Regardless of the drive technology, all future BMW models will benefit from the technologies of the NEUE KLASSE – and, of course, also from the new design language.

Allow me to share a few examples of our groundbreaking advances in technology:

With the BMW Panoramic iDrive, we are re-imagining our typical BMW driver orientation. The all new BMW Panoramic Vision is the centrepiece. This newly-developed additional Head-Up Display projects content across the full width of the windscreen.

Seamless integration of various display and operating elements enables a completely new level of intuitive interaction. From the launch of the very first model of the NEUE KLASSE, all future BMW models will come with BMW Panoramic iDrive.

The sixth generation of our BMW eDrive technology will make e-mobility even more appealing to our customers. The new BMW round cells promise 20 percent higher energy density, 30 percent faster charging and at least 30 percent more range. And within just 10 minutes, enough energy for another 300 kilometres can be recharged.

For the first time, the Gen6 high-voltage batteries also feature the latest 800-volt technology and enable bi-directional charging. Compared to the current fifth generation, we will reduce the cost of the high voltage battery by 40-50 percent, on a comparable electric range basis.

The electronics architecture has also been completely redesigned. Going forward, its four high-performance computers will control key customer functionalities. For example driving dynamics, automated driving and infotainment.

These “super-brains” deliver more than 20 times the in-vehicle computing power than current systems. This makes our models future-proof for software and function updates, as well as new AI features.

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We have also greatly simplified the electrical system, dividing it into four zones, with intelligent control. 600 metres less wiring, a 30 percent reduction in weight and a 20 percent increase in energy efficiency are just some of the improvements we will achieve with this.

And, of course, we are also harnessing technical opportunities to take driving dynamics to a whole new level.

The BMW Vision Driving Experience showcases the potential of the technologies introduced in the NEUE KLASSE. We are pushing driving dynamics to its physical limits.

This highly emotional driving machine will thrill more than just BMW fans.

The VDX is the most powerful development prototype BMW has ever built. We are using it to test our "Heart of Joy" – one of the four super-brains in the NEUE KLASSE.

We developed the software for the driving dynamics control system entirely in-house. This will be used in all future electric BMW models, setting new standards for dynamic performance and efficiency.

It is hard to put into words exactly how it feels behind the wheel. You simply have to experience it.

Take a look for yourselves at what our "Heart of Joy" can do, paired with a maximum torque of 18,000 Newton meters.

You can't fake that kind of enthusiasm. Our Board of Management already had the chance to drive the series version of the NEUE KLASSE. Let me tell you: We were all equally excited about the driving experience – but not just in terms of pushing the physical limits. Most importantly, we were deeply impressed by the added value our technologies create for our customers in everyday situations.

This is truly the next level of Sheer Driving Pleasure.

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Ladies and Gentlemen,

We first announced the NEUE KLASSE at our Annual Conference back in 2021. Today, just four years later, we are entering the final stretch.

Standing next to me is one of the prototype vehicles we have been producing in Debrecen since late last year.

What is still hidden under camouflage foil here will be unveiled at the IAA MOBILITY in Munich in early September. There we will present the production model that will be available to our customers.

I can already reveal one key detail to you today: this BMW will be released onto the market as the BMW iX3. This is how we continue the success story of the first all-electric BMW X model that has won over BMW fans worldwide since 2020.

Testing of the BMW iX3 is in full swing.

These impressions show that the next BMW iX3 is a typical X model, and a BMW through and through. As I'm sure you saw at the end of the film: The final phase of development for the sporty sedan, the second NEUE KLASSE vehicle, is also progressing rapidly.

Ladies and Gentlemen,

What has always set the BMW Group apart is that we keep our sights set on operational performance in the here and now. At the same time, we lay the foundation for our long-term future success.

We will continue to consistently pursue our BMW path – with foresight, customer focus, self-confidence and in the knowledge of our strengths.

We are ready. More than ever.

Thank you.

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**\*Consumption/emissions data:****BMW iX xDrive60:** WLTP combined (EnVKV): Energy consumption 21.9 kWh/100km; CO2 emissions 0 g/km; CO2 class A.**MINI Cooper E:** WLTP combined Energy consumption: 14,3 kWh/100 km; WLTP CO2-emissions combined: 0 g/km; CO2 class: A**Rolls-Royce Black Badge Spectre:** Power consumption: 2,6 – 2,8 mi/kWh / 23.6 – 22.2 kWh/100km (WLTP). Electric range (WLTP): 329\* mi / 530\* km. CO2 emissions: 0 g/km (NEDC).