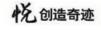


DHL China Innovation Conference | Sep 2017

BMW Brilliance Automotive







STRATEGY NUMBER ONE > NEXT DELIVERS THE FRAMEWORK TO FURTHER DEVELOP THE BUSINESS MODEL ALONG THE ENTIRE VALUE CHAIN.

宝马新一个百年的"第一战略"展现了我们在全价值链进一步拓展商业模式的战略框架.



VISION

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

COMPETITIVE

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, digitalisation and sustainability to deliver unique customer experiences.

- ► Brands & Design
- Products
- ► Technologies

 ► Customer Experience & Services
- ► Customer Experience & Services
- ▶ Digitalisation
- ► Profitability

CORPORATE CULTURE

 $\label{eq:weighted} \mbox{We create the future:} \\ \mbox{We combine operational excellence and fresh thinking.}$

OUR FOUR VISION VEHICLES HAVE PROVIDED A GLIMPSE OF THE FUTURE. 宝马展望未来的四大车型.



ADVANCED DIGITALIZATION TECHNOLOGIES DISRUPT THE CAR BUSINESS.

先进的数字技术扰乱汽车行业.



Connectivity Infrastructure



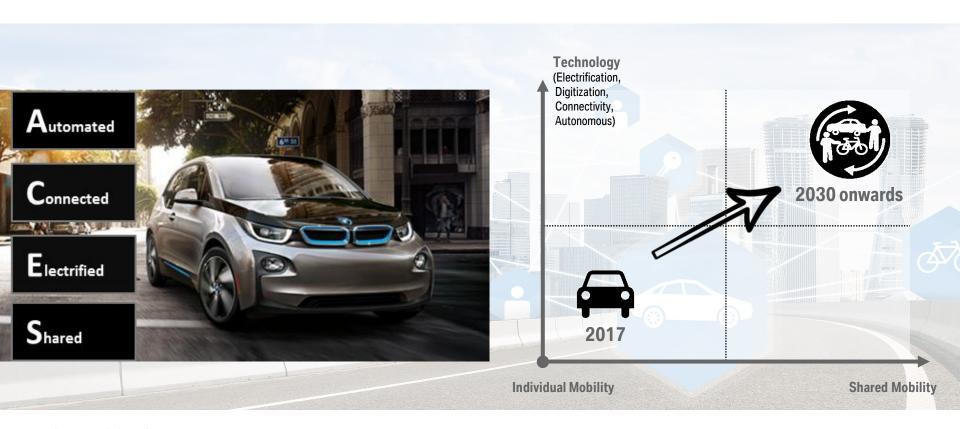
Device-to-Device Communication



More Decisions to be Made by Devices

TECHNOLOGY WILL CHANGE MOBILITY FROM INDIVIDUAL TO SHARED.

技术推动出行方式由个人向共享转变.



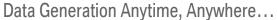
DIGITALIZATION AND SHARED MOBILITY WILL NOT ELIMINATE THE DEMAND FOR PREMIUM.

数字化和共享出行不会削减市场对高端产品及服务的需求.



DATA BUSINESS IS BECOMING THE DOMINANT FORCE.

数据业务正在成为主导力量.







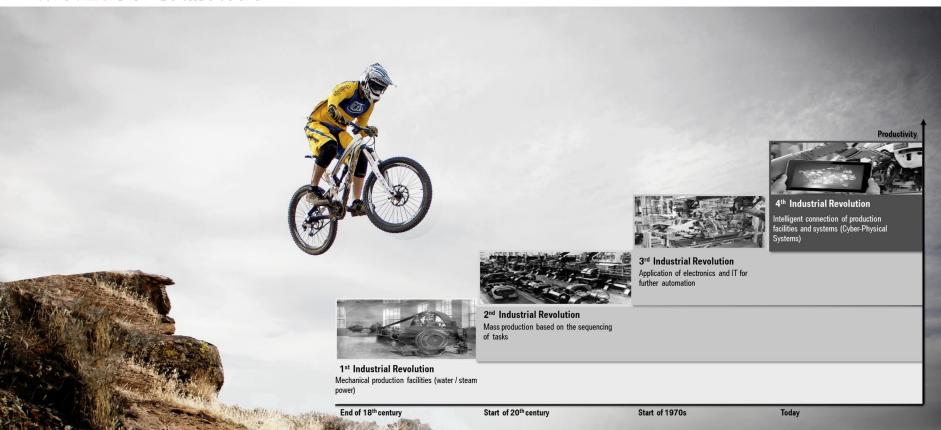
ALGORITHMS ARE YOUR CORE COMPETENCE.

算法是企业的核心竞争力.



PRODUCTIVITY IS ALSO THE NAME OF THE DIGITAL GAME.

效率是数字化时代的代名词.



BIGGER OPPORTUNITIES MEAN BIGGER RISK EXPOSURE.

更多的机会也意味着更大的风险.



THANK YOU.

