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What are some of BMW Group India's key values and beliefs? How important is customer's satisfaction?

At BMW Group India, our core values center on delivering excellence, fostering innovation, and prioritizing sustainability. These values guide our approach to every aspect of our business, from designing premium vehicles to building long-term relationships with customers, employees, and partners.

Our commitment to quality and precision is unwavering. We aim to exceed expectations by understanding and anticipating our customers' needs, ensuring they experience the thrill, luxury, and safety that define BMW.

Innovation is at the heart of our identity. We continually push the boundaries of technology, design, and performance to redefine the standards of the automotive industry and create products that inspire.

We believe in responsible leadership. Our dedication to sustainability influences our processes, product design, and partnerships, aiming for a positive impact on the environment and society.

Customer delight is of utmost importance because it is the ultimate measure of our success. From personalized services to after-sales support, we ensure that every touch point with BMW surpasses our customers' expectations. Customer

feedback and loyalty drive us to maintain our reputation as most desirable premium automotive brand.

What do you think sets your business apart from its competitors?

BMW Group India has the most desirable brands and luxurious products. We have created bespoke experiences and services that ensure complete peace of mind and freedom to enjoy unlimited driving pleasure. As we change the game, our sight is set on increasing the market share and setting new benchmarks in 2024 and beyond.

Our focus on customer satisfaction is the key differentiating factor now and in future. Our interactions strive to exceed gratification and create delight, whether it is in the showroom, service bay, digital environment or at an experiential event.

We will grow our dealer network, developing not just the number of touch points but the highest standards in future retail. With Retail. NEXT concept we have reimagined our dealership's customer-centric approach blending phygital innovation with modern aesthetics and engaging environment. Retail. NEXT will see an investment of INR 365.6 crores across the country in 33 cities over 36 months.

We will continuously review the cost of ownership agenda as part of customer satisfaction and growing the market. Owning a

luxury car will never be inexpensive but BMW guarantees complete peace of mind with absolute transparency and zero surprises when it comes to 'cost of ownership'. We enhance ownership experience throughout the entire life cycle of our products with customer-friendly services such as guaranteed buy-back with BMW 360°, Service Inclusive, Repair Inclusive.

To market an aspirational car brand in a country as diverse as India, it is critical to create memorable experiences and constantly stay in touch with consumers through premium brand engagements. We will further broaden the horizons by creating more exclusive touch points such as BMW Joy town, BMW GS Experience, BMW Golf Cup International.

At BMW, we also recognize the cultural perspectives of our customers. Our collaborations with leading cultural platforms like India Art Fair, Kochi-Muziris Biennale bring real 'Joy' to our customers and bring them closer to us.

How important is culture to the business? How do you instill this in your employees?

Our employees are the foundation of the BMW Group's success. Their professional qualification and commitment are outstanding. We believe in supporting a progressive culture that allows all our associates to feel at home,

enjoy equal opportunities and grow with us.

That's why BMW Group culture is founded on 5 core values of Responsibility, Appreciation, Trust, Transparency and Openness. These values set the tone for how we work together and treat each other in order to empower us all – and foster a unique team spirit.

Working at the BMW Group means taking responsibility far beyond our own premises – for our society, the environment and all our stakeholders. It is our associates who are creating more sustainable, connected and safer mobility.

Having colleagues from more than different regions and countries make us strong. We firmly believe that our diversity and the individuality of each and every associate increases our capacity for

innovation – because the only way we can understand the needs of our customers, inspire them and win them over is with a workforce that is truly international.

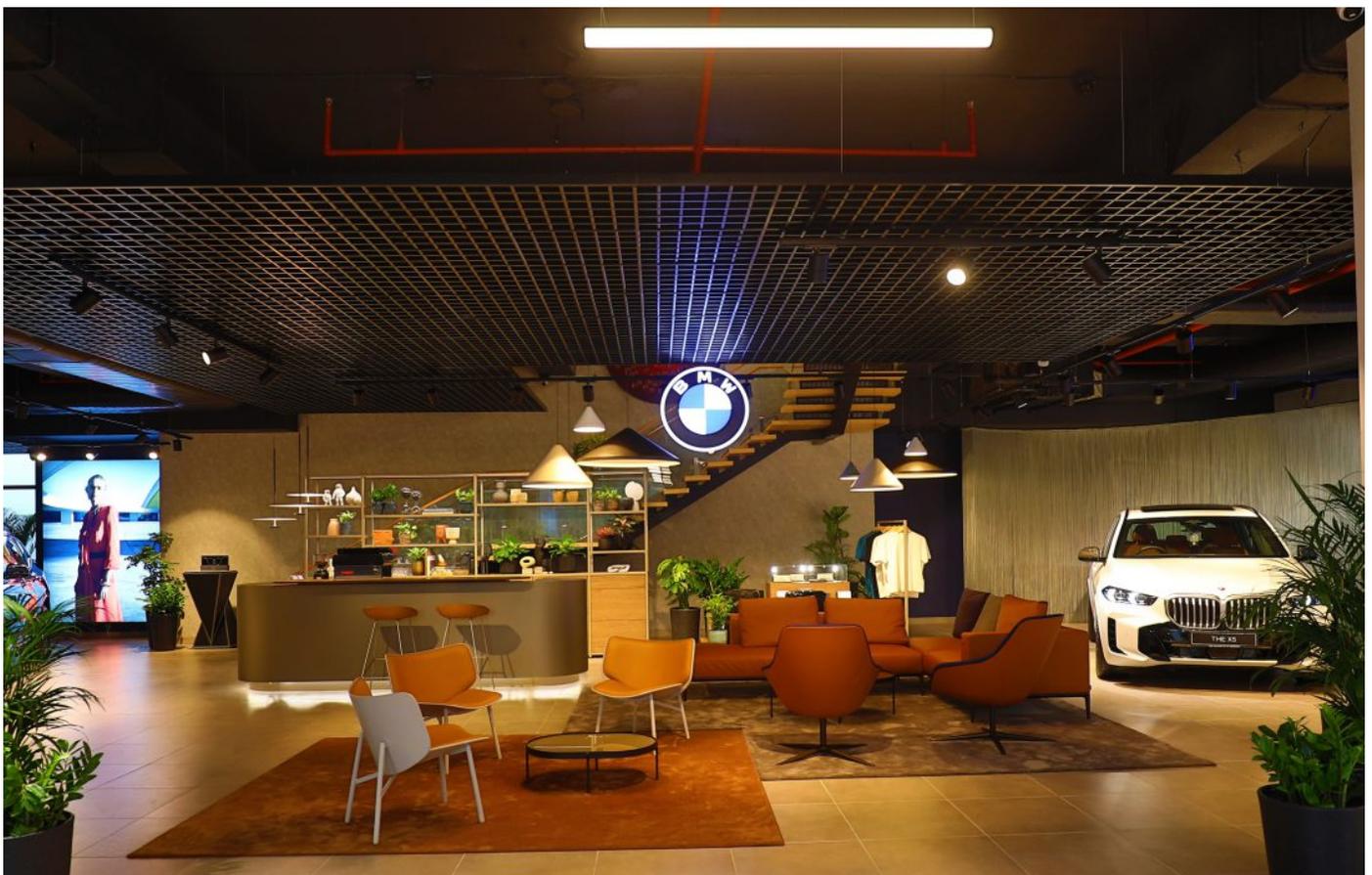
What strategies does BMW Group India have in place to improve your supply chain and build long term relationships with key partners?

The International Purchasing Office (IPO) established in Gurgaon identifies and assesses potential suppliers for BMW, MINI, and BMW Motorcycles taking into account BMW Group's requirements for quality, technology and logistics. The IPO strongly focuses on facilitating the sourcing of production material (components) as well as IT and engineering services from India to the BMW Group international production network.

Purchasing takes constant care in sourcing the finest quality materials and services to meet the uncompromising standards of our products and foster excellent supplier relationships. Various pillars of our supply chain strategies - efficiency, cost-effectiveness, transparency, digitalization, sustainability, risk management, and resilience - empower us to maintain enduring relationships with our partners.

How does BMW Group India collaborate with and develop relationships with key suppliers and what benefits as a company do you see from this collaboration?

Since 2007, BMW Group has strengthened its commitment to the Indian market and has continuously increased the number of its locally produced car models. With a strong



portfolio of locally produced cars, we partnered with major Indian auto component suppliers. With the addition of these partnerships, the level of localisation at BMW Plant Chennai increased to up to 50 percent. This set even higher benchmarks not only in quality standards but also in cost optimization and value addition.

BMW Motorrad entered into a long-term cooperation agreement with TVS Motor Company to produce sub 500cc motorcycles. The resulting G 310 range of motorcycles is a success as it's a true BMW at competitive costs in this segment. It is fascinating what BMW Motorrad and TVS Motor Company have accomplished together over the past years. Today, both parties benefit from each other's expertise.

Recently, BMW Group and Tata Technologies announced a joint venture with the aim to establish a software and IT development hub in India. The JV will leverage Tata Technologies' digital engineering expertise and talent pool in India to contribute to the BMW Group's strategic expansion of software coding capabilities across global IT hubs and 24/7 operations. This collaboration will accelerate our progress in the field of the software defined vehicle.

How have you found the Automotive industry in India?

The Indian auto industry serves as a strong pillar of manufacturing economy and Make in India. With a deep understanding of what Indian

customers require, industry players continuously open new segments and drive innovation. The robust ecosystem of Indian auto manufacturers, component makers, supply chain network and service providers work together as an engine for growth. The structural integrity of the Indian auto sector is strong. Covid was a test for the industry's adaptability and resilience, and we saw how swiftly the industry bounced back.

The Indian luxury market is still at a nascent stage but has immense potential to grow. Young entrepreneurs and leaders are actively shaping demand for luxury car market in Tier II and Tier III cities as well. The customer base for luxury cars has evolved tremendously in the last decade. Apart from traditionally wealthy families, a new group of achievers has fast emerged in India who have a global outlook, are well-travelled and have an eye for luxury products. Luxury for them is an indulgence and they want to associate with top brands to make a statement or simply to reward themselves for their achievements. They strongly associate the BMW brand with exclusively authentic luxury products, which are distinguished by their emotional appeal, uncompromising engineering, innovative technology and outstanding quality.

Looking to the future, what are your plans for the company's growth in the medium to long term?

BMW Group India is scaling new heights with consistent and robust business results. The highest ever car deliveries during January to September this year, reflects the synergy between a successful strategy and an unparalleled customer experience.

BMW Group India is changing the game with its long wheelbase product portfolio and a strong electric mobility offensive. Key models like the BMW 7 Series Long Wheelbase, BMW 3 Series Long Wheelbase and BMW X1 are leading in their segments and demand for the new BMW 5 Series Long Wheelbase is overwhelming.

Excellence across the entire spectrum of sales, after sales, processes and customer engagements set our brands apart, creating an intense pull for both existing customers and aspiring individuals who want to enjoy sheer driving pleasure. The order bank for coming months is solid and we are trying our best to speed up deliveries especially for festive season. The fundamentals of Indian economy are strong and consumer confidence in luxury segment is on the rise. We are confident of closing the year on a high note while clocking impressive growth.