BMW Group.
Press Conference on the Company’s Strategic Realignment.
September 27th, 2007
BMW Group.
Strategic Realignment.

Profitability and value growth
Long-term growth
Shareholders to benefit to a greater extent
Program to tap into efficiency potential
New technologies for future mobility
Even stronger focus on the customer

Success and independence of BMW Group
BMW Group.
Acting from a Position of Strength.

Sales Leadership

Strong Brands

Attractive Employer

Sustainability

Efficient Dynamics
BMW Group.
Challenges of the Future.

Adverse currency effects

Rising raw material prices and depletion of fossil fuels

Stricter regulatory conditions

Stronger environmental awareness within society

Ageing population

Mobility boundaries in growing urban areas
The BMW Group is the leading provider of premium products and premium services for individual mobility.
**BMW Group.**

**Key Figures - The BMW Group in 2012.**

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>2006</th>
<th>2012</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automobile retail</td>
<td>1,374</td>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>(in thousands)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motorcycle retail</td>
<td>100</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>(in thousands)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Automobile Segment</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>RoCE (%)</td>
<td>21.7</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Return on Sales (%)</td>
<td>6.3</td>
<td>8 - 10</td>
<td></td>
</tr>
</tbody>
</table>
BMW Group.

BMW Group Retail Sales Trend - Automobiles.

Retail in million units

Retail trend before the strategic realignment

Retail trend after the strategic realignment
BMW Group.
Program to tap into efficiency potential.

Less Input:
• At least 5% annual productivity growth
• Cost structures
• Costs, capital expenditure and capital employed per vehicle
• Economies of scale through co-operations
• Standardization of processes
• Measures to counter adverse currency effects

More Output:
• Earnings potential by expanding operations and launching new activities
• Consistent premium positioning
• Product initiative
• Market initiative

EUR 6 bn efficiency potential by 2012

Growth with current personnel level
BMW Group.
Acquisition of Husqvarna Motorcycle.
BMW Group.
Growth with New Models.

Expansion of BMW X model series with BMW X1
BMW Gran Turismo based on the CS Concept
BMW Progressive Activity Sedan
Rolls-Royce Phantom Coupe
Expansion of Rolls-Royce range with smaller model
MINI Sports Activity Vehicle
Product range expansion of BMW Motorrad and Husqvarna Motorcycles
The BMW Group will invest substantially in future technologies with the goal of developing entirely new individual mobility solutions. This applies to design, concept and drive systems.
BMW Group.
The BMW Group assumes responsibility:

1. for its products
   → Zero-emissions driving EfficientDynamics

2. as an industrial enterprise
   → Responsible use of natural resources

3. as an active corporate citizen
   → Corporate social responsibility

4. within the organization
   → Basic principles
BMW Group.
Implementation of Strategic Realignment.

Board Committee “Strategy Implementation”
- Implementation on Group level
- Implementation Divisions/Segments

Board Committee “Profitability Improvement”
- Program to tap into efficiency potential