2007 was a good business year for the BMW Group:

- Retail highs for all three brands
- Record revenues
- Best earnings before interest and taxes (EBIT)
- Best profit before taxes
- Improved return on capital employed in the automobile segment
- Leading premium car manufacturer
Business Year 2007.
BMW Group Automobile Retail.

in k units

<table>
<thead>
<tr>
<th>Year</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1,374</td>
</tr>
<tr>
<td>2007</td>
<td>1,500</td>
</tr>
</tbody>
</table>

Increase: 9.2%
Business Year 2007.
Deliveries BMW Motorrad.

in k units

2006 100,064 2007 102,467

2.4%
Business Year 2007.
Financial Services.

Number of leasing and financing contracts in k units

- **2006:** 2,271
- **2007:** 2,630

Increase: 15.8%
Business Year 2007.
Pre-Tax Profit.

in bn €

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.124</td>
<td></td>
<td>3.873</td>
</tr>
</tbody>
</table>

Positive effect from the exchangeable bond in shares of Rolls-Royce plc, London.
Business Year 2007.
Net Profit.

In bn €

2006: 2.874
2007: 3.134

Increase: 9.0%
Business Year 2007.
Development of the Dividend.

Dividend per share in €

- **Common stock**: 0.70, 1.06
- **Preferred stock**: 0.72, 1.08

- **2006**
  - Common stock: 0.70
  - Preferred stock: 0.72
  - Total: 50.0%

- **2007**
  - Common stock: 1.06
  - Preferred stock: 1.08
  - Total: 51.4%
Business Year 2007.
Challenges 2008.

• Stricter emission standards.
• Negative impact of currency exchange rates.
• Further increase of raw material prices.
BMW Group.
House of Strategy.

Vision

Competitive advantage

Growth

Shaping the future

Profitability

Access to technologies and customers

Basic principles
BMW Group.
House of Strategy.

Vision

Competitive advantage

Growth
Shaping the future
Profitability
Access to technologies and customers

Basic principles
BMW Group.
27 models emit a maximum of 140g CO$_2$/km.

- **BMW 5/3 Series Hydrogen**
  - 7 models
  - <140g

- **BMW 1 Series**
  - 14 models
  - <140g

- **MINI**
  - 5 models
  - <140g
BMW Group. EfficientDynamics makes an impact.

A reduction of 150 million liters of fuel. 373,000 tons less CO$_2$. 
BMW Group.
Diesel market launch in the USA in 2008.
BMW Group.
MINI Cooper D: 104 grams of CO$_2$/km.
BMW Group.
BMW Concept X6 ActiveHybrid.
BMW Group.
House of Strategy.

Vision

Competitive advantage

Growth
Shaping the future
Profitability
Access to technologies and customers

Basic principles
BMW Group.
Efficiency Improvements in the Production Network.
BMW Group.
Details on Personnel Reductions.

Reduction of 5,000 temporary workers
- 2,500 by the end of 2007
- 2,500 by the end of 2008

Reduction of 3,100 permanent staff
- 2,500 in Germany
- 600 in foreign subsidiaries

BMW Group
107,539 staff
BMW Group.
International Success – Rooted in Germany.

Staff outside Germany. Sales in Germany.

Staff in Germany. Sales outside Germany.

Approx. 75%

Approx. 80%

Approx. 25%

Approx. 20%
Continuing the successful business development:

• Record sales for all three automobile brands.

• Earnings before taxes above last year’s level—adjusted for the book gain from the Rolls-Royce exchangeable bond in 2007.

• Improved earnings quality.
BMW Group.
Goals 2012.

• Return on capital employed of 26 percent in the automobile segment.

• EBIT-based return on sales of 8 to 10 percent in the automobile segment.
BMW Group.
Annual Accounts
Press Conference.

Dr. Norbert Reithofer
Chairman of the Board of Management of BMW AG

18 March 2008