BMW Group.
Fortune Magazine Ranking: World’s Most Admired Companies.

Two years in a row:
Number One in the Category Motor Vehicles
BMW Group.
Business Year 2008.

1. What is important to consider in the current situation?

2. How does Strategy Number ONE secure our future success?

3. How do we view the business development for the rest of the year?
BMW Group.
Business Year 2008.

- EBIT of €921 million.
- Group liquidity of €8.1 billion.
- Reduced costs and investments, as well as capital expenditure per vehicle.
- Reduced inventories in the fourth quarter 2008.
BMW Group.
Business Year 2008.

- Second-best sales result in the company’s history.

- Industry leader in terms of CO₂ emission reductions.

- Targets in personnel reductions exceeded. New jobs for engineers.

- Profit-sharing bonus reduced in line with company performance.
BMW Group.
Strategy Number ONE Structure.

External Changes

Growth

Shaping the Future

Profitability

Access to Technologies and Customers

Values and Basic Principles

Strategic Assessment Criteria

Vision

Competitive Advantage
## BMW Group Strategy.
The Four Pillars of Our Strategy.

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BMW Group Strategy.

Growth.

**Growth**
- Growth with existing brands and potential future brands
- Attracting new customer groups
- Tapping into new markets

**Shaping the Future**
- Change as a growth opportunity
- New concepts for individual mobility

**Profitability**
- Reduce costs, capital expenditure and capital employed per unit
- Realize economies of scale
- Minimize risks arising from currency exchange rates
- Improve performance

**Access to Technologies and Customers**
- Secure access to technologies and customer groups
- Strategic partner management
BMW Group.
The New MINI Convertible.
BMW Group.
The New BMW 5 Series Gran Turismo.
BMW Group.
The New BMW Z4.

Growth
- Growth with existing brands and potential future brands
- Attracting new customer groups
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Shaping the Future
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Profitability
- Reduce costs, capital expenditure and capital employed per unit
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Access to Technologies and Customers
- Secure access to technologies and customer groups
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BMW Group.
ACEA Voluntary Commitment Exceeded.

ACEA, 1995 - 2008: approx. -16%
BMW Group, 1995 - 2008: > - 25%
BMW Group.
Competitive Advantage: Efficient Dynamics.

CO₂ emissions of new cars registered in Germany in 2008

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<th>Company</th>
<th>Emissions</th>
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<td>160</td>
</tr>
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<td>139</td>
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<td>MB</td>
<td>189</td>
</tr>
<tr>
<td>Audi</td>
<td>176</td>
</tr>
<tr>
<td>Lexus</td>
<td>207</td>
</tr>
<tr>
<td>VW</td>
<td>166</td>
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</table>

BMW Group fleet emissions significantly lower than competitors⁴.

Source: recent study, Federal Motor Transport Authority
BMW Group.
BMW 118d – World Green Car of the Year 2008.
BMW Group.
BMW Group.
49 Models Complying with EU5 Standard.

The BMW “EU5/EU6 fleet”:
In spring 2009, a total of 49 BMW models comply with the emission standard EU5.

- BMW 730d: 7,2 l / 192 g
- BMW 730Li: 7,3 l / 194 g
- BMW 750i: 11,4 l / 266 g
- BMW 750Li: 9,9 l / 232 g
- BMW 740i: 10,0 l / 235 g
- BMW 520d: 5,1 l / 136 g

- BMW 520d Touring: 5,3 l / 140 g
- BMW 330d: 5,7 l / 152 g
- BMW 330d Touring: 5,9 l / 155 g
- BMW 330d Coupé: 5,7 l / 152 g
- BMW 330d Cabrio: 6,1 l / 162 g
- BMW 330d: 4,8 l / 128 g

- BMW 320d Touring: 4,9 l / 130 g
- BMW 320d Coupé: 4,8 l / 128 g
- BMW 320d Cabrio: 5,3 l / 140 g
- BMW 318d: 4,7 l / 123 g
- BMW 318d Touring: 4,8 l / 125 g
- BMW 320i Touring: 6,5 l / 150 g

- BMW 320i Coupé: 6,1 l / 154 g
- BMW 320i Cabrio: 6,9 l / 159 g
- BMW 318i: 4,6 l / 149 g
- BMW 318i Touring: 4,7 l / 149 g
- BMW 123d 5-Türer: 5,2 l / 138 g
- BMW 123d 3-Türer: 5,2 l / 138 g

- BMW 123d Cabrio: 5,4 l / 144 g
- BMW 120i 5-Türer: 4,8 l / 128 g
- BMW 120i 3-Türer: 4,7 l / 123 g
- BMW 120i Cabrio: 5,1 l / 134 g
- BMW 118d 5-Türer: 4,5 l / 119 g
- BMW 118d 3-Türer: 4,5 l / 119 g

- BMW 118d Cabrio: 4,9 l / 129 g
- BMW 120i 5-Türer: 6,7 l / 155 g
- BMW 120i 3-Türer: 6,7 l / 155 g
- BMW 120i Cabrio: 6,9 l / 159 g
- BMW 118i 5-Türer: 6,2 l / 143 g
- BMW 118i 3-Türer: 6,2 l / 143 g

- BMW 116i 3-Türer: 6,2 l / 143 g
- BMW X6 xDrive50i: 12,8 l / 299 g
- BMW X6 xDrive35i: 11,1 l / 262 g
- BMW X3 xDrive20d: 6,5 l / 172 g
- BMW Z4 sDrive23i: 8,5 l / 199 g
- BMW Z4 sDrive30i: 9,4 l / 219 g

Fuel consumption in liters/100 km in the EU test cycle, carbon emissions in g/km. *EU6 emission performance standards with BluePerformance 01/2009
BMW Group.
BMW X6 and 7 Series as ActiveHybrid.
**BMW Group Strategy.**

**Profitability.**

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**Access to Technologies and Customers.**

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