BMW Group Analyst & Investor Conference.
IAA Frankfurt Motor Show 2009.

Dr. Friedrich Eichiner.
Member of the Board of Management, Finance.
Key figures.
Strategy Number ONE – targets for 2012.

<table>
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<th>Strategy Number ONE – targets for 2012.</th>
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<tr>
<td><strong>Automobile Segment</strong></td>
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<td>EBIT</td>
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<td>ROCE</td>
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<td><strong>BMW Group</strong></td>
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<td>Capex</td>
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Initial successes for Strategy Number ONE.
Efficiency improvements and lower costs.

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<td>Human Resources</td>
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<td>Administration &amp; Sales</td>
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<td>R&amp;D</td>
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<td>Manufacturing costs</td>
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| Fixed costs | Variable costs |

Efficiency improvements and lower costs
Strategy Number ONE.
Measures and impact over time.

- Material Costs Offensive
- BMW Group Modular Strategy

Year:
2008 2009 2010 2011 2012
Material costs offensive: Across all model series.

In the past

Today

Material costs offensive
Customer Value Optimisation.
Initiatives to increase customer value and profitability.
BMW Group Modular Strategy.
Definition of modules.

What exactly are Modules?

- Modules - products
- Modules - processes

2/3 of all vehicle operations
**BMW Group Modular Strategy.**

What are the advantages of Modules?

- Shorter product development process
- Lower development, structural and planning costs
- Economies of scale and lower production costs
- Reduction in production expenses
- Lower capital expenditure
- Significant improvements in quality
- ...
BMW Group Modular Strategy.
Example: roof system.