

BMW Group Analyst & Investor Conference.

IAA Frankfurt Motor Show 2009.

Dr. Friedrich Eichiner.

Member of the Board of Management, Finance.

BMW Group



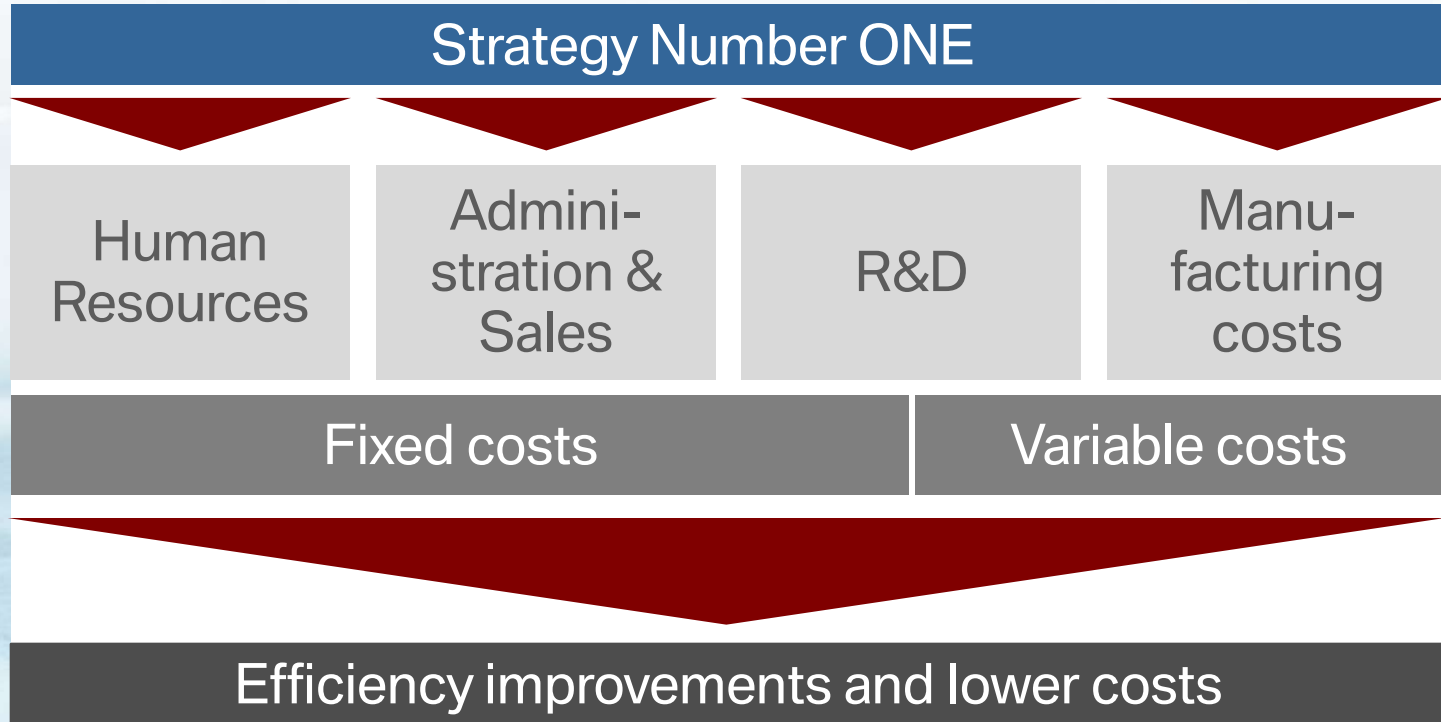
Key figures.

Strategy Number ONE – targets for 2012.

Strategy Number ONE – targets for 2012.			
Automobile Segment	EBIT	→	8 – 10 %
	ROCE	→	> 26 %
BMW Group	Capex	→	< 7 %
	R&D	→	5 – 5.5 %

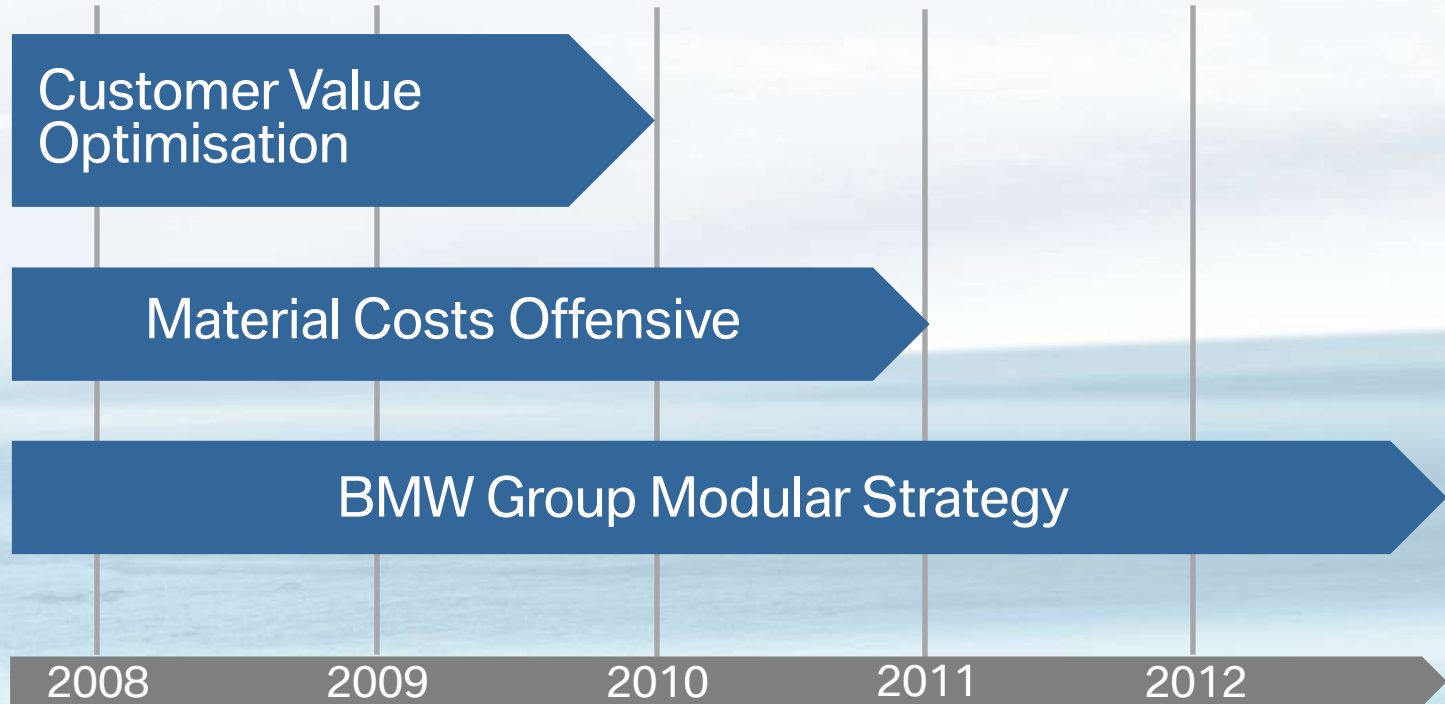
Initial successes for Strategy Number ONE.

Efficiency improvements and lower costs.

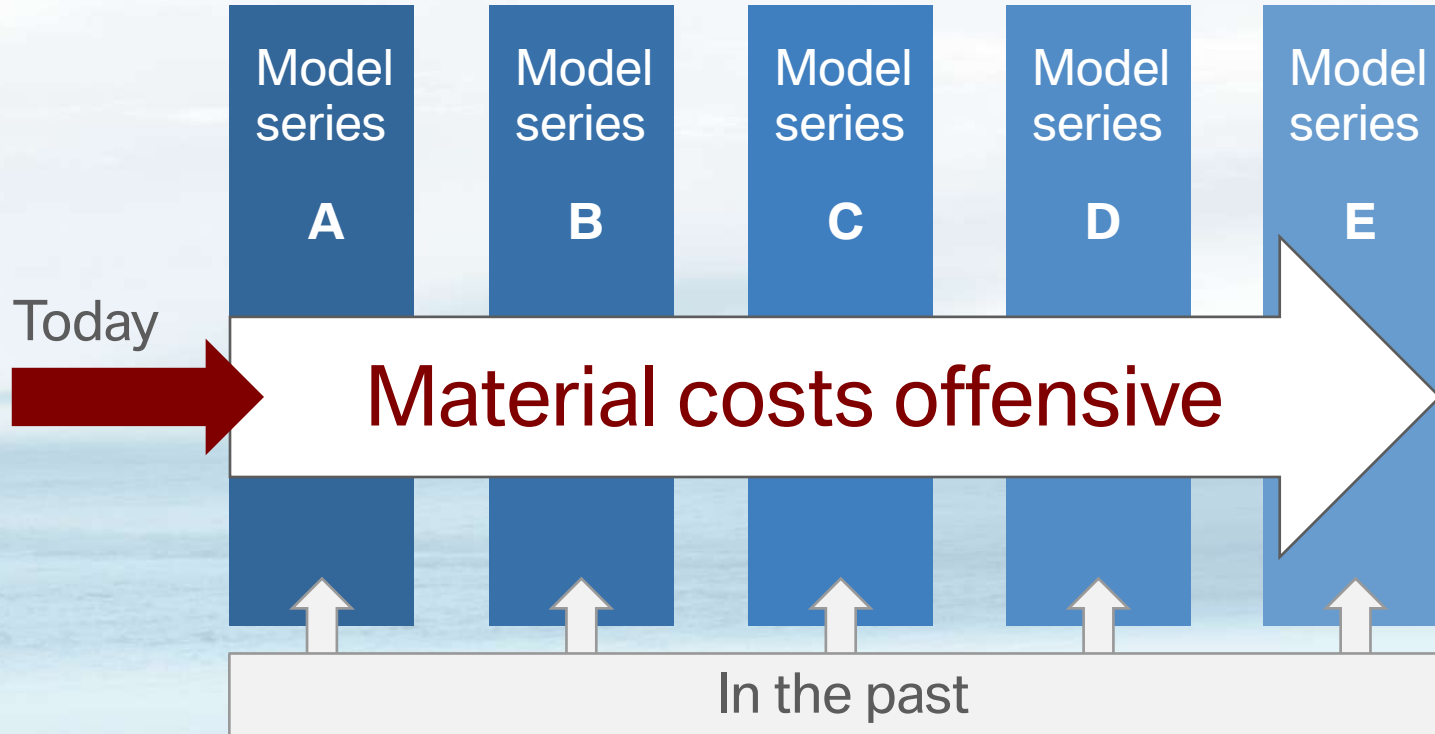


Strategy Number ONE.

Measures and impact over time.



Material costs offensive: Across all model series.



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

```
graph TD; A[Modules - products] --> C([2/3 of all vehicle operations]); B[Modules - processes] --> C;
```

2/3 of all
vehicle operations

The diagram illustrates the BMW Group's modular strategy. It features a central blue oval containing the text '2/3 of all vehicle operations'. Two grey rectangular boxes, 'Modules - products' on the left and 'Modules - processes' on the right, have red arrows pointing towards this central oval, indicating that these two types of modules collectively account for two-thirds 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.



BMW



MINI



Rolls-Royce