BMW China.
Dealer Development.
China auto market overview.
Both total Passenger Vehicle (PV) market and plus segment have been growing quickly over the past years, but the plus segment has grown faster.

- Plus segment has been growing faster than the total market since 2006. However, it was slower than total market growth in 2009 because of the government auto stimulus package mainly supporting small displacement vehicles.
- Nevertheless, the plus segment grew faster again in 2010 when the economy recovered.

* The total vehicle market including commercial vehicle is forecasted to be 15.6 mil in 2010 by J.D. Power.
BMW dealer network overview.

BMW sales and outlets have grown continuously and sales per 4S has remained at an optimal level.

- BMW has had a robust sales growth in China driven by a steady dealer network development. Sales per 4S also has kept at an optimized level.

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* 4S dealership refers to sale, spare parts, service & survey.

** Outlets refer to 4S, Showroom, Service Center, Used Car Center, Service Only Outlet, etc.
Network development.
China city development and urbanization lead to continuous market potential.

China city brief introduction

China urbanization forecast by 2025

- Huge number of cities in China: 350 prefecture level cities and 100 county level cities
- City development level is quite different.
- 350 million people will be added to China’s urban population by 2025 (more than the population of today’s United States)*.

The scale of China’s city and tendency of city urbanization promises a substantial market.

*Source: McKinsey
Network development.
Network will expand at a fast pace with more penetration into tier 4 & 5.

From 2010 onwards, dealer network will be expanded at a faster pace.

30 to 40 outlets will be built up each year in the coming future.

By 2015, BMW outlets will fully cover tier 3 and 4 cities. Penetration into tier 5 cities will also be increased.

Network development strategy varies in city tiers due to different characteristics.

More outlet types will also be developed with different focuses on sales, after-sales and used car to meet customer demands and to improve customer satisfaction.
Network development.
BMW has built up a world class premium standard network in China to become No. 1 in customer satisfaction.

Top standards for retail facilities

Facade

Showroom
Network development.
BMW has built up a world class premium standard network in China to become No. 1 in customer satisfaction.

Customer-orientated facilities

**Rest lounge**

**Entertainment area**
Network development.
BMW has built up a world class premium standard network in China to become No. 1 in customer satisfaction.

Efficient workshop
Network investment – Facility.
By 2010, the cumulated dealer network investment will reach ~1,600 million Euro; the additional investment in the coming 2 to 3 years is expected to reach over 1 billion Euro.
Network investment - Employees
With sales growth and network development, more employees have joined BMW. Continuous increase expected to keep up with network expansion.

Sales growth and market potential require a substantial growth in staff at dealerships in order to provide a premium service to BMW customers.
Network investment – Training.
To meet the training needs from the network, 2 training centers & 4 training bases have been set up in China.

- Beijing Training Center: no extension possibility
- Shanghai Training Center: Self-built, with extension possibility
- Training Bases: Cooperation with Vocational Schools
Network investment - Training.
The need for Training Man Days (TMDs) has shown rapid growth since 2008.

TMDs development 2008 to 2010

- Technical Training Man Day
- Non Technical Training Man Day
- Total

2008: 27,700
2009: 42,127
2010: 90,928

+227%
Network investment – Regional Distribution Centers (RDCs).
To increase customer satisfaction, 3 parts RDCs have been established in China.

Delivery set-up

- RDC Beijing supplies North and Western China Dealers.
- RDC Shanghai supplies Central China Dealers.
- RDC Foshan supplies South China Dealers.
- RDCs in China are replenished by CDC DGF.
- Locally produced parts are replenished by Shenyang plant or local suppliers to RDC Beijing.
### BMW Customer Characteristics.

#### Customer Profile.

<table>
<thead>
<tr>
<th>Customer Gender</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>69.3</td>
</tr>
<tr>
<td>Female</td>
<td>30.7</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Occupation</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and insurance</td>
<td>7.0</td>
</tr>
<tr>
<td>Tourism/Restaurant/Hotel</td>
<td>2.6</td>
</tr>
<tr>
<td>Education/Scientific research</td>
<td>3.6</td>
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<tr>
<td>Manufacturing/packaging</td>
<td>0.8</td>
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<tr>
<td>Entertainment/Arts/Sports</td>
<td>4.5</td>
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<tr>
<td>Government/Organization/Social Community</td>
<td>4.8</td>
</tr>
<tr>
<td>Professional/Social service</td>
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<tr>
<td>Medical/Health care</td>
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<tr>
<td>Media/Publishing/Printing</td>
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<tr>
<td>Agriculture and sideline</td>
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<tr>
<td>Leasing</td>
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<tr>
<td>Business and trade</td>
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<tr>
<td>Army</td>
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<tr>
<td>IT</td>
<td>6.1</td>
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<tr>
<td>Traffic and transportation</td>
<td>2.4</td>
</tr>
<tr>
<td>Post and telecommunications</td>
<td>0.6</td>
</tr>
<tr>
<td>Energy/Mining production and supply</td>
<td>3.3</td>
</tr>
</tbody>
</table>

#### Customer Age

- Below 20: 0.3%
- 20 ~ 24: 3.5%
- 25 ~ 29: 14.9%
- 30 ~ 34: 22.9%
- 35 ~ 39: 47.7%
- 40 ~ 44: 20.3%
- 45 ~ 49: 11.2%
- 50 ~ 54: 5.8%
- Above 55: 3.3%

Average age: 37.35

#### Educational Background

- Primary school or below: 5.1%
- Middle school: 7.6%
- Senior school: 19.4%
- College: 22.3%
- University: 34.3%
- Master’s degree or above: 11.3%

* Sample size 1394. Sample customers owned car for less than 3 years.
Customer orientated sales process.
A dedicated sales process to drive sales and improve customer satisfaction.

1. Systematic Prospecting
2. Welcome/Contact/Establishment of Relationship
3. Detection of needs & buying motives
4. Product Presentation
5. Explanation of product benefits
6. Demo drive
7. Invalidate objections
8. Keeping promotion & selling
9. Close the deal
10. Delivery
11. Customer care
12. Repurchase

Self-Discipline

- Create good first impression
- Raise desire
- Gain commitment
- Maintain loyalty
- Create good first impression
- Raise desire
- Gain commitment
- Maintain loyalty

- Keep promotion & selling
- Close the deal
- Delivery
- Customer care
- Repurchase
- Inaccurate objections
- Demo drive
- Explanation of product benefits
- Product Presentation
- Detection of needs & buying motives
- Enquiry & analysis
- Welcome/Contact/Establishment of Relationship
- Systematic Prospecting
- Customer orientated sales process.
Customer Orientation.
Fully dedicated to customer satisfaction.

- Test Drive Experiences
- Quality of work performed
- Workshop lead-time
- Transparency of work and cost
- BMW owners activities by dealer
- Product Quality
- Higher employee retention rate at dealers
- Waiting time at car drop-off and pick-up
- Efficient customer care & complaint handling
- Competence of Service Advisor / Sales Consultant
MINI network overview

By August 2010 there were 37 MINI showrooms in China and most are present in the highly developed cities alongside China’s east coast.
MINI network development
Market growth demands MINI network progress.

- The China market potential demands MINI network develops at a faster speed.
- The 1st 4S dealership will be opened this year, and more 4S will be built up in tier 1 & 2 cities in the coming years.
- MINI outlet is expected to fully cover tier 2 and 3 cities by the end of 2015.
- To achieve customer satisfaction, service network will penetrate into tier 4 and 5 cities.