BMW Group.
Press Conference on the Company’s Strategic Realignment.
September 27th, 2007
BMW Group.
Strategic Realignment.

Profitability and value growth
Long-term growth
Shareholders to benefit to a greater extent
Program to tap into efficiency potential
New technologies for future mobility
Even stronger focus on the customer

Success and independence of BMW Group
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Acting from a Position of Strength.

Sales Leadership

Strong Brands

Attractive Employer

Sustainability

Efficient Dynamics
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Challenges of the Future.

Adverse currency effects
Rising raw material prices and depletion of fossil fuels
Stricter regulatory conditions
Stronger environmental awareness within society
Ageing population
Mobility boundaries in growing urban areas
The BMW Group is the leading provider of premium products and premium services for individual mobility.
## BMW Group

### Key Figures - The BMW Group in 2012.

<table>
<thead>
<tr>
<th>BMW Group</th>
<th>2006</th>
<th>2012</th>
<th>2020</th>
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<tbody>
<tr>
<td><strong>Automobile retail</strong></td>
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<td>(in thousands)</td>
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<td>Automobile Segment</td>
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<tr>
<td>RoCE (%)</td>
<td>21.7</td>
<td>26</td>
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<tr>
<td>Return on Sales (%)</td>
<td>6.3</td>
<td>8 - 10</td>
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<tr>
<td>Motorcycle retail</td>
<td>100</td>
<td>150</td>
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<td>(in thousands)</td>
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BMW Group.

BMW Group Retail Sales Trend - Automobiles.

Retail in million units

Retail trend before the strategic realignment

Retail trend after the strategic realignment
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Program to tap into efficiency potential.

**Less Input:**
- At least 5% annual productivity growth
- Cost structures
- Costs, capital expenditure and capital employed per vehicle
- Economies of scale through co-operations
- Standardization of processes
- Measures to counter adverse currency effects

**More Output:**
- Earnings potential by expanding operations and launching new activities
- Consistent premium positioning
- Product initiative
- Market initiative

**Growth with current personnel level**

**EUR 6 bn efficiency potential by 2012**
BMW Group.
Acquisition of Husqvarna Motorcycle.
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Growth with New Models.

Expansion of BMW X model series with BMW X1

BMW Gran Turismo based on the CS Concept

BMW Progressive Activity Sedan

Rolls-Royce Phantom Coupe

Expansion of Rolls-Royce range with smaller model

MINI Sports Activity Vehicle

Product range expansion of BMW Motorrad and Husqvarna Motorcycles
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Growth in the Core Business and Beyond.

Value chain

Core business

Product initiative

Market initiative

Value chain

Vehicle Lifecycle
The BMW Group will invest substantially in future technologies with the goal of developing entirely new individual mobility solutions. This applies to design, concept and drive systems.
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The BMW Group assumes responsibility:

1. for its products  →  Zero-emissions driving EfficientDynamics
2. as an industrial enterprise  →  Responsible use of natural resources
3. as an active corporate citizen  →  Corporate social responsibility
4. within the organization  →  Basic principles
BMW Group.
Implementation of Strategic Realignment.

Board Committee
“Strategy Implementation”
- Implementation on Group level
- Implementation Divisions/Segments

Board Committee
“Profitability Improvement”
- Program to tap into efficiency potential