

BMW Group.

Annual Accounts Press Conference.

Dr Norbert Reithofer
Chairman of the Board of Management of
BMW AG

March 18, 2009

BMW Group

Rolls-Royce
Motor Cars Limited



BMW Group.

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**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.**

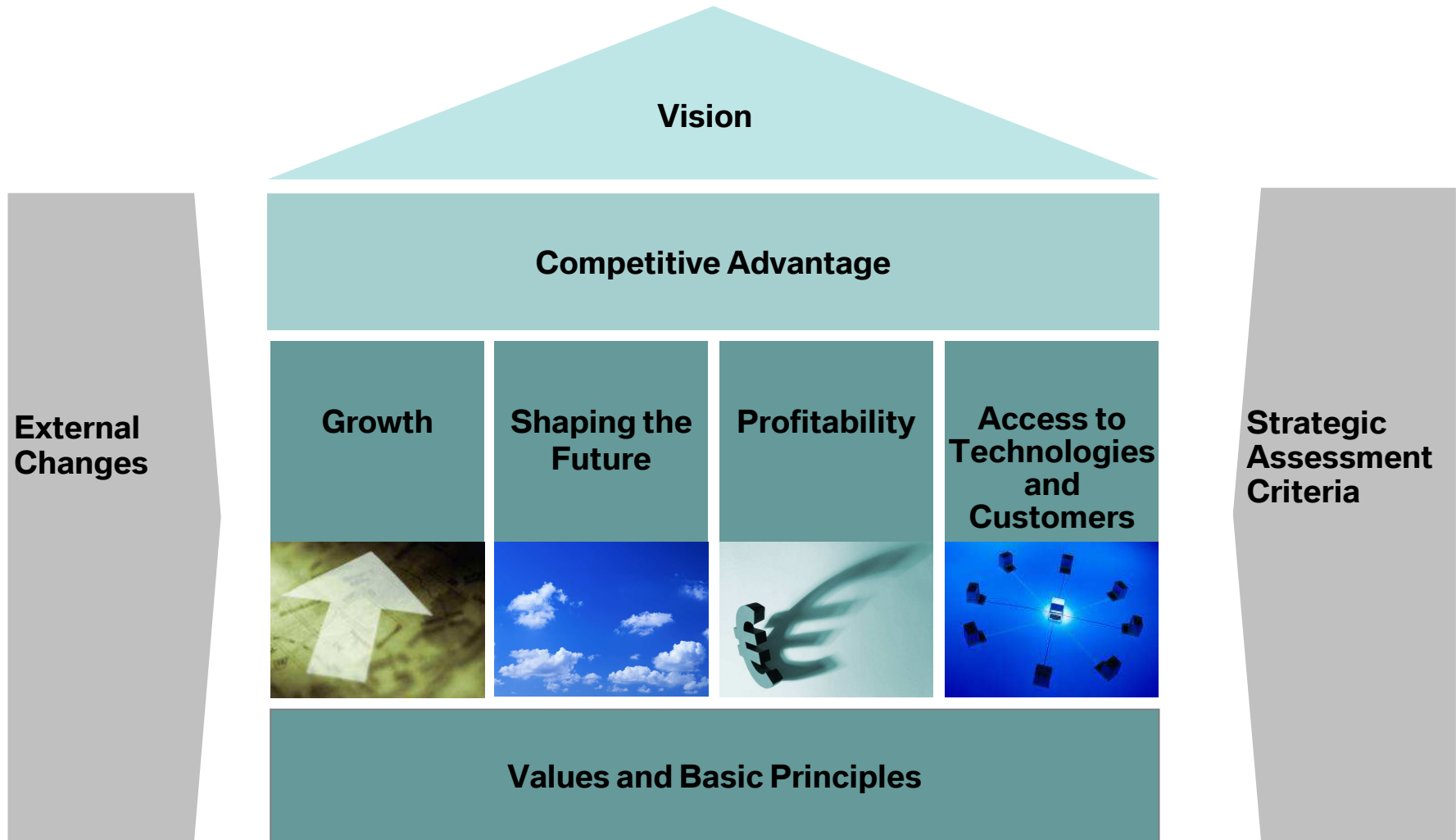
BMW Group.

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.**

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Strategy Number ONE Structure.



BMW Group Strategy.

The Four Pillars of Our Strategy.

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 Strategy.

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BMW Group.

The New MINI Convertible.



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The New BMW X1.



BMW Group.

The New BMW 7 Series.



BMW Group.

The New BMW 5 Series Gran Turismo.



BMW Group.

The New BMW Z4.



BMW Group Strategy.

Shaping the Future.

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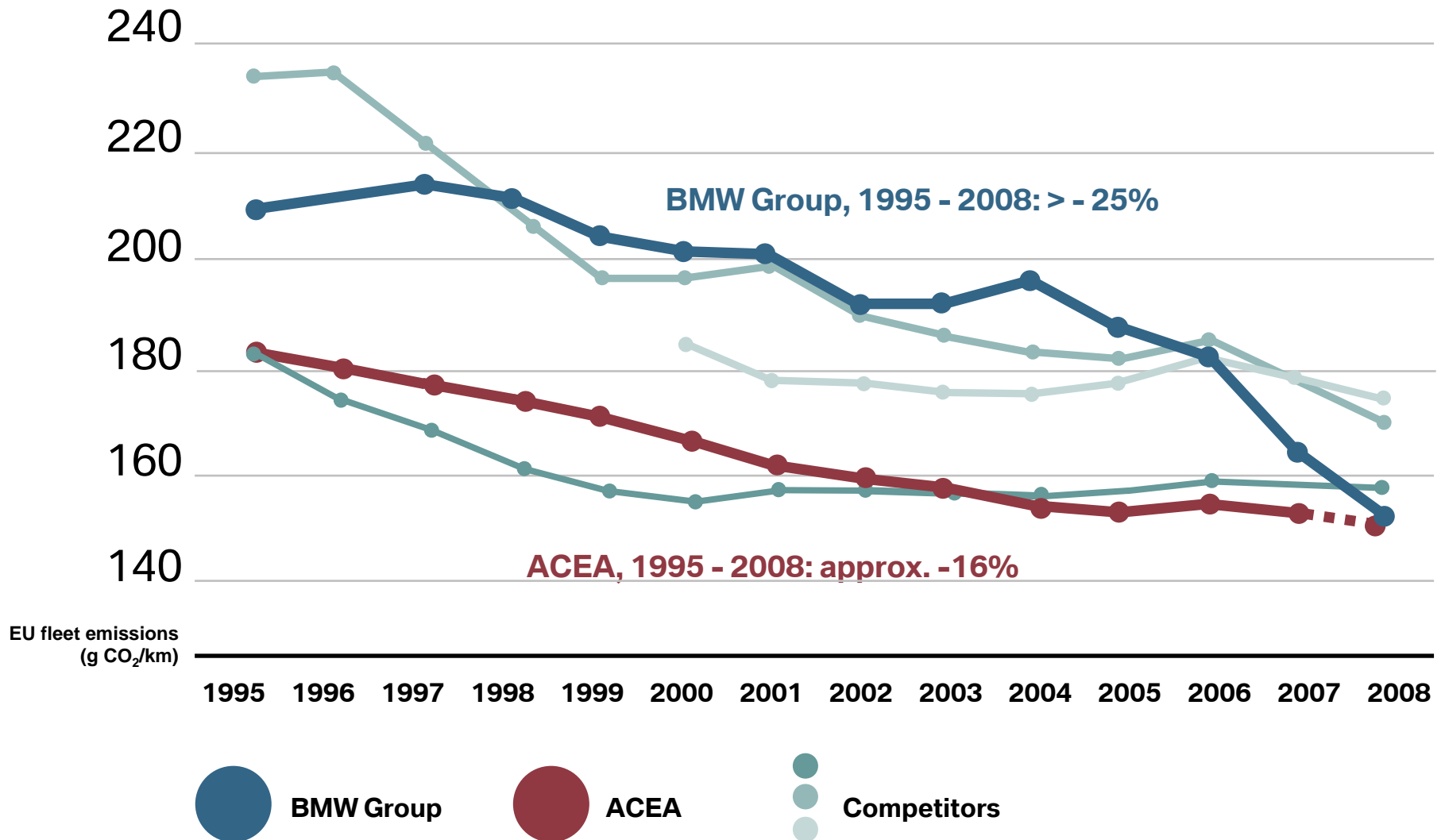


Secure access to technologies and customer groups

Strategic partner management

BMW Group.

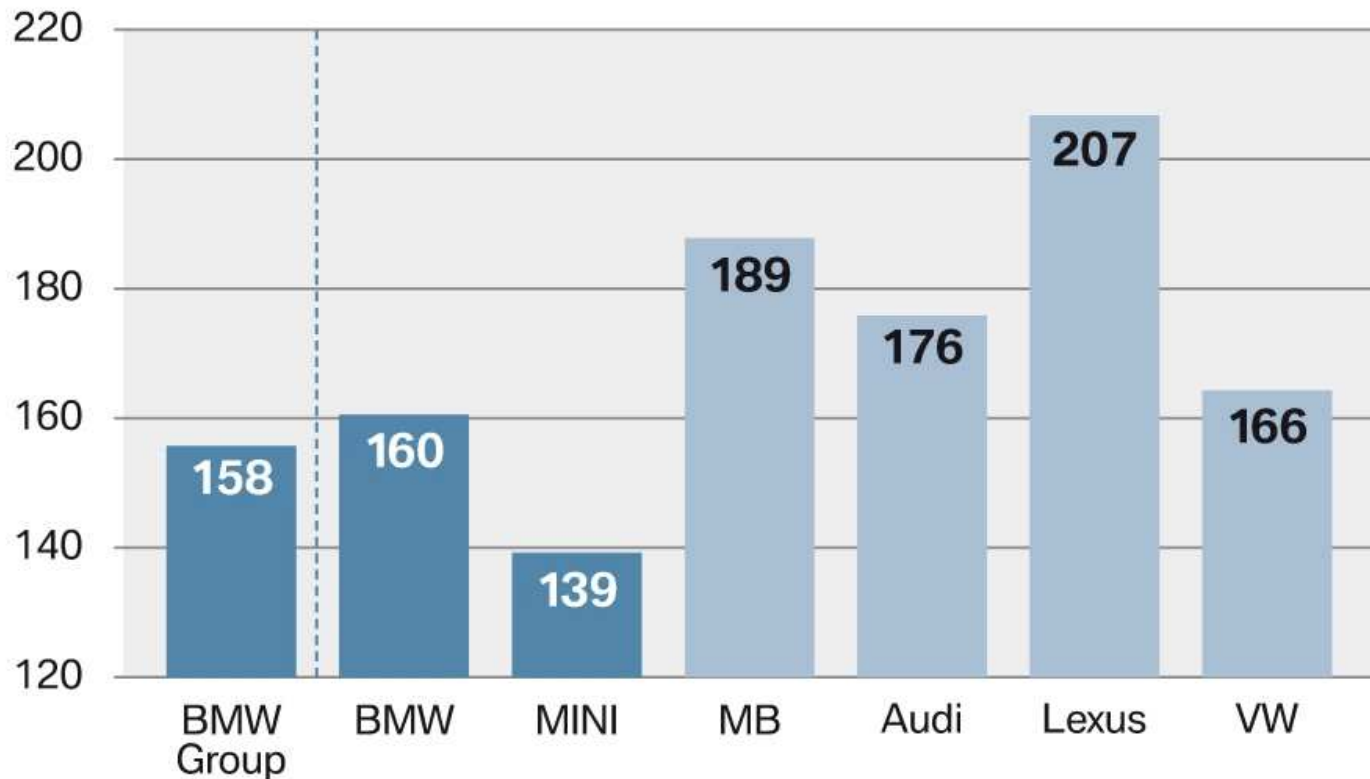
ACEA Voluntary Commitment Exceeded.



BMW Group.

Competitive Advantage: Efficient Dynamics.

**CO₂ emissions of new cars registered in Germany
in 2008**



BMW Group fleet emissions significantly lower than competitors'.

Source: recent study, Federal Motor Transport Authority

BMW Group.

BMW 118d –

World Green Car of the Year 2008.



WORLD GREEN CAR



**New BMW 116d. Fuel Consumption:
4.4 Liters, CO₂ Emissions: 118 Grams.**

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4.4 Liters, CO₂ Emissions: 118 Grams.**



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 730Ld:
7,3 l / 194 g



BMW 750i:
11,4 l / 266 g



BMW 750Li:
11,4 l / 266 g



BMW 740i:
9,9 l / 232 g



BMW 740Li:
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:
5,7 l / 152 g*



BMW 320d:
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:
6,5 l / 150 g



BMW 320i Touring:
6,5 l / 150 g



BMW 320i Coupé:
6,7 l / 154 g



BMW 320i Cabrio:
6,9 l / 159 g



BMW 318i:
6,4 l / 149 g



BMW 318i Touring:
6,4 l / 149 g



BMW 123d 5-Türer:
5,2 l / 138 g



BMW 123d 3-Türer:
5,2 l / 138 g



BMW 123d Coupé:
5,2 l / 138 g



BMW 123d Cabrio:
5,4 l / 144 g



BMW 120d 5-Türer:
4,8 l / 128 g



BMW 120d 3-Türer:
4,8 l / 128 g



BMW 120d Coupé:
4,8 l / 128 g



BMW 120d 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 118i Cabrio:
6,6 l / 153 g



BMW 116i 5-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:
8,5 l / 199 g



BMW Z4 sDrive35i:
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.

New Technologies: MINI E.



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