BMW Group.
Financial Analysts’ Meeting.

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

March 19, 2009
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.
• Second-best sales result in the company’s history.

• Industry leader in terms of CO\textsubscript{2} emission reductions.

• Targets in personnel reductions exceeded. New jobs for engineers.

• Profit-sharing bonus reduced in line with company performance.
BMW Group.
Strategy Number ONE Structure.

Vision

Competitive Advantage

Growth
Shaping the Future
Profitability
Access to Technologies and Customers

Values and Basic Principles

External Changes

Strategic Assessment Criteria
**BMW Group Strategy.**

**The Four Pillars of Our Strategy.**

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<th>Growth</th>
<th>Shaping the Future</th>
<th>Profitability</th>
<th>Access to Technologies and Customers</th>
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<td>New concepts for individual mobility</td>
<td>Realize economies of scale</td>
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BMW Group Strategy.
Growth.

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Access to Technologies and Customers
- Secure access to technologies and customer groups
- Strategic partner management
BMW Group.
The New MINI Convertible.
BMW Group.
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.

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BMW Group.
ACEA Voluntary Commitment Exceeded.

BMW Group, 1995 - 2008: > - 25%

ACEA, 1995 - 2008: approx. -16%
BMW Group.
Competitive Advantage: Efficient Dynamics.

CO₂ emissions of new cars registered in Germany in 2008

<table>
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<tr>
<th>Car Manufacturer</th>
<th>CO₂ Emissions (g km⁻¹)</th>
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<tr>
<td>BMW Group</td>
<td>158</td>
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<tr>
<td>BMW</td>
<td>160</td>
</tr>
<tr>
<td>MINI</td>
<td>139</td>
</tr>
<tr>
<td>MB</td>
<td>189</td>
</tr>
<tr>
<td>Audi</td>
<td>176</td>
</tr>
<tr>
<td>Lexus</td>
<td>207</td>
</tr>
<tr>
<td>VW</td>
<td>166</td>
</tr>
</tbody>
</table>

BMW Group fleet emissions significantly lower than competitors⁴.

Source: recent study, Federal Motor Transport Authority
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 / 191 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: 4.9 l / 148 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 318i: 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 318d 5-Türer: 6.4 l / 149 g
- BMW 123d 5-Türer: 5.2 l / 138 g
- BMW 123d: 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 5-Türer: 4.8 l / 128 g
- BMW 120d 3-Türer: 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: 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 116i Cabrio: 6.2 l / 143 g
- BMW X6 xDrive50i: 12.8 l / 299 g
- BMW X6 xDrive50i: 11.1 l / 262 g
- BMW X3 xDrive20d: 6.5 l / 172 g
- BMW X4 xDrive23i: 8.5 l / 199 g
- BMW X4 sDrive30i: 8.5 l / 199 g
- BMW X4 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 Strategy

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